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## **Norton Air Force Base and San Bernardino: Communities in symbiosis**

Clayton H. Snedeker

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NORTON AIR FORCE BASE AND SAN BERNARDINO


Communities In Symbiosis


A Research Project presented in partial fulfillment of the  
requirements for the degree of the  
MASTER OF PUBLIC ADMINISTRATION  
California State University, San Bernardino


by

Clayton H. Snedeker  
October 1986

Approved by:

  
Faculty Advisor

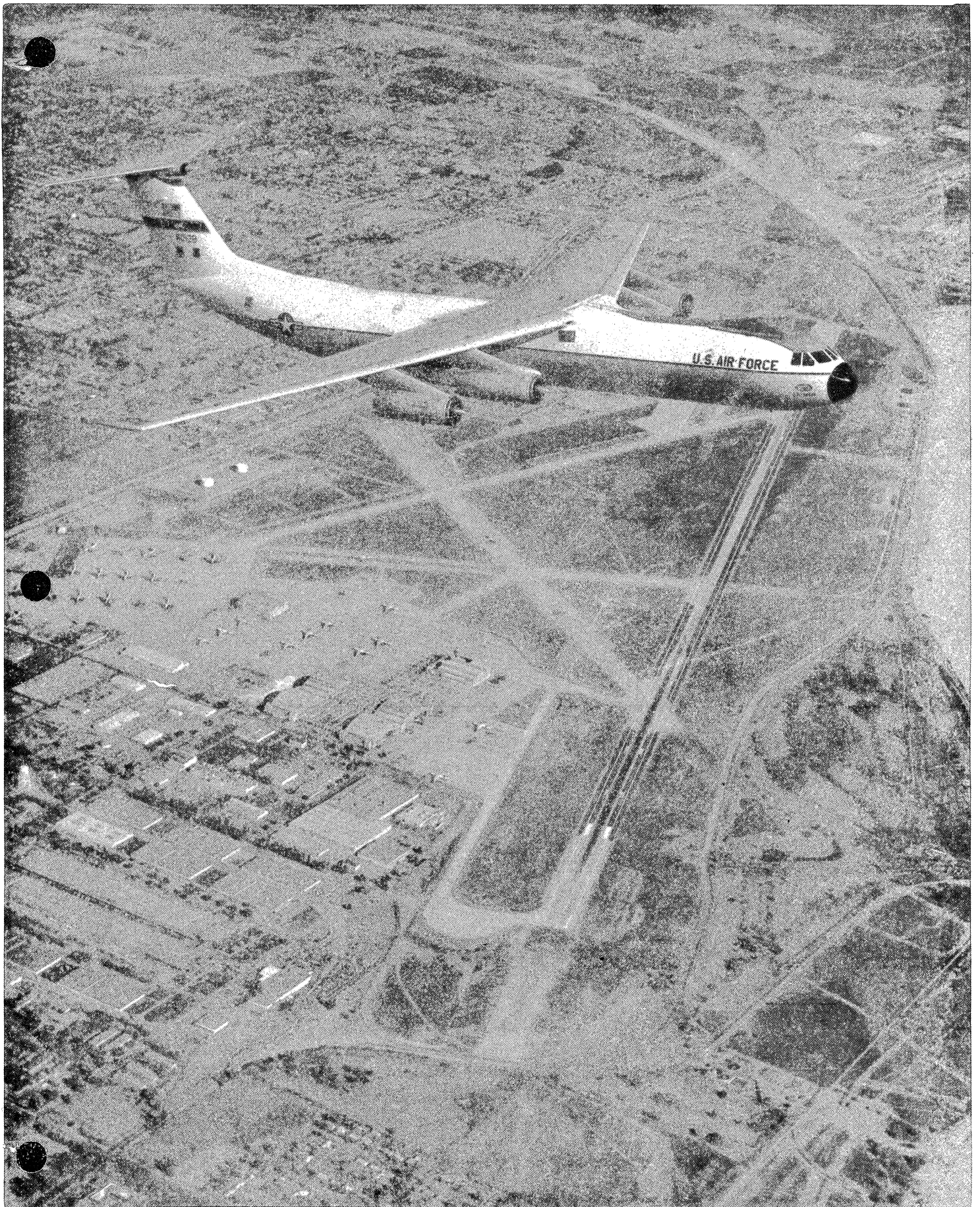
  
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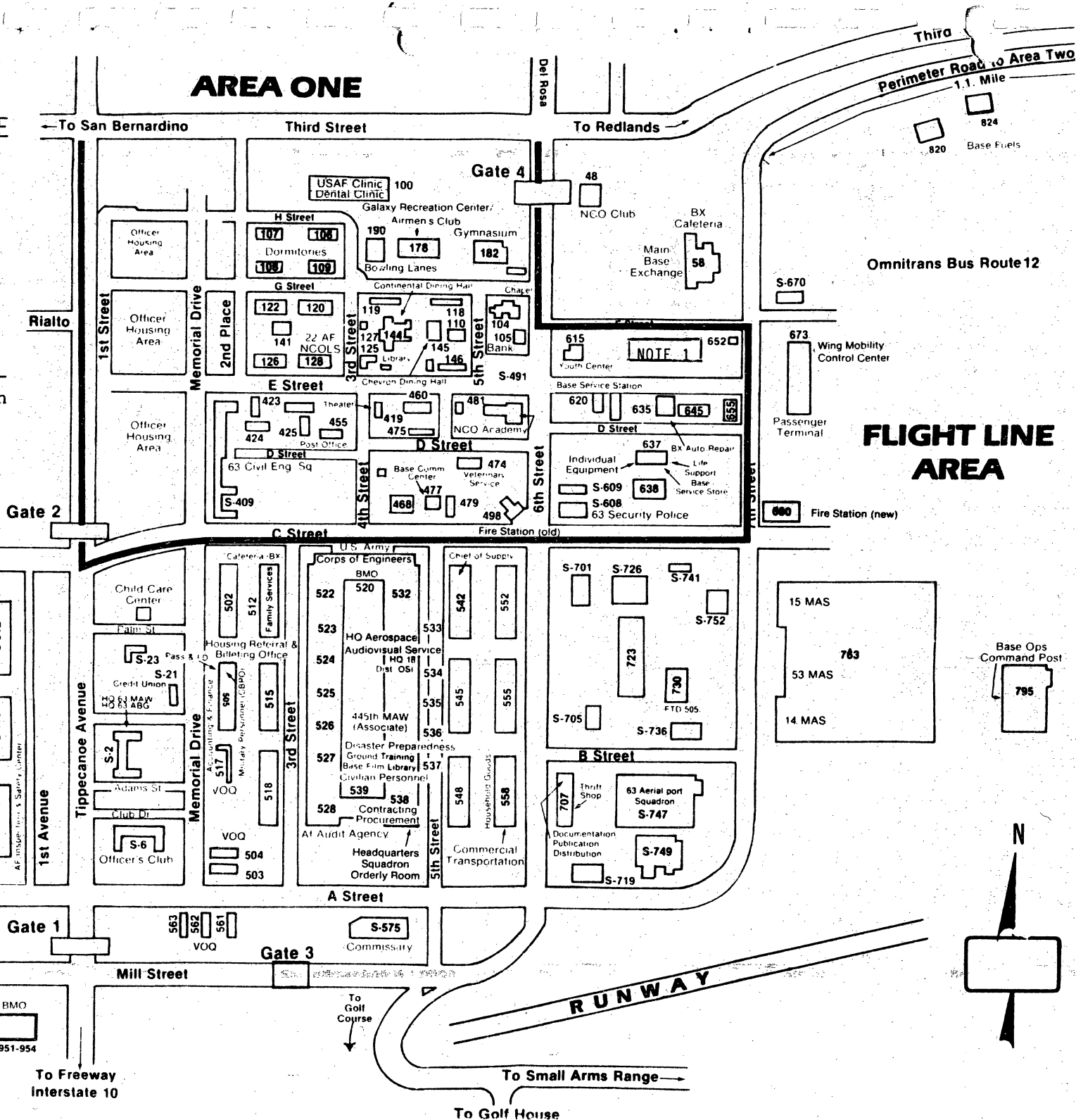


# NORTON AIR FORCE BASE STREET MAP

(AREA II OF BASE ON  
REVERSE)

NOTE 1: Site of new  
NAFB Commissary (con-  
struction to begin in  
October 1985).

## AREA ONE





**NORTON AIR FORCE BASE AND SAN BERNARDINO  
Communities In Symbiosis**

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## CHAPTER I

### An Introduction - And A Reason For This Document

The subtitle of this work, "Communities In Symbiosis," was chosen as one that best represents the ongoing development of two closely-related communities - Norton Air Force Base ("Norton AFB") and San Bernardino - over the past 44 years. As defined in Webster's Seventh New Collegiate Dictionary, the term "symbiosis" describes "the living together, in more or less intimate association or close union, of two dissimilar organisms in a mutually beneficial relationship." Those words accurately describe the way Norton AFB and San Bernardino have grown and developed over the years, and how their future growth will likely be intimately involved.

After 11 years as the historian for the 63rd Military Airlift Wing,<sup>1</sup> one fact has become glaringly evident: no single "history of Norton AFB" has ever been written to explain how this installation came to be, what difficulties it has faced in its maturation process, and what its impact has been on the surrounding communities in the Inland Empire.<sup>2</sup> Over the years a number of people have visited the base history office seeking information along these lines, and it is anticipated this document will satisfy future requests of this nature. Additionally, this work will provide a concise study of the economic impact of Norton AFB on the city of San Bernardino, with extrapolations towards the other Inland Empire communities. At a later time, such a study may well serve to deflect some of the inevitable questions raised during the federal government's annual budget-making process.

### Research Methodology

This study does not concern itself solely with the history and development of Norton AFB, although the base is central to the reasons for its existence. To provide better balance, some mention needed to be made of the history and development of San Bernardino itself - and that story will be told in Chapter II.

<sup>1</sup>Since Oct 75. The 63rd MAW has been the host unit at Norton since Apr 67.

<sup>2</sup>The term "Inland Empire" refers to the communities of San Bernardino, Riverside, Colton, Fontana, Rialto, Redlands, Loma Linda, Grand Terrace, Yucaipa, Calimesa, and several small mountain communities (Crestline, Lake Gregory, Lake Arrowhead, et al).

postwar years, and how growth and mission changes, abetted by the lobbying activities of the Inland Action Inc. organization, served to keep the base operational. This chapter also contains a summarization of the various activities that occupied the base during the 1950s and 1960s, including its shift from a primary aircraft maintenance and operations facility to a missile maintenance and storage complex in the 1950s, and thence to its transition into the Military Airlift Command era in 1967.

Chapter V: "The Coming of the Jet Age" - This chapter is devoted to discussions of the symbiotic irritants that have manifested themselves between Norton AFB and San Bernardino, beginning with the base's transition into the jet age in 1967. Also examined here are the other environmental concerns that have surfaced to trouble both Norton AFB and local community officials in recent years. These range from the Air Force's establishment of "clear zones" around the base to the problems triggered by nearby commercial developments, and the base's efforts to rid itself of ground water contaminants through the Installation Restoration Program (IRP).

Chapter VI: "The Impact of Norton AFB" - This final chapter contains an in-depth look at the economic impact of Norton AFB on the Inland Empire, and concludes with a summary of the future plans for the base as envisioned by a Planning Assistance Team (PAT), which completed a survey of the installation in June 1986.



achieving the capture of the deserters, but his contributions to the history of California proved far more lasting than his first mission in these parts. Captain Fages would one day become Governor Fages, and as Governor he would make the first grants of land, known as ranchos, in California.<sup>2</sup>

#### The Naming and Settling of San Bernardino

For approximately forty years after the initial Fages incursion into this alluvial valley, the Serrano Indians continued to be the primary inhabitants. This peaceful tribe was generally friendly toward the increasing numbers of westward-migrating white men moving through and into their territory. In 1810, a Franciscan missionary, Father Francisco Dumetz, came here at the behest of his superiors at the San Gabriel Mission, after having been charged with the task of selecting another mission site. Father Dumetz came upon a Serrano Indian village just west of what is now the city of Redlands on May 20, 1810 - which happened to be the Catholic feast day for Saint Bernardine of Siena.<sup>3</sup> Following the custom of those days, Father Dumetz named the area San Bernardino, the Spanish equivalent of the saint's name.<sup>4</sup> By the year 1819 a mission rancho, and later an asistencia<sup>5</sup>, flourished along the trail (now Barton Road) near the Serrano village, and gradually the valley began to fill with white settlers - a natural consequence of its strategic location, athwart the two main access routes into Southern California.<sup>6</sup> The "mission period" made its mark in California until 1834, the year when Governor Figueroa decreed that all missions be closed. This act paved the way for the era of the California ranchos, the huge Spanish land grants that

<sup>2</sup>Robinson, W.W., The Story of San Bernardino County, c. 1958, Norman Feldheim Library, San Bernardino.

<sup>3</sup>An Italian priest (1380-1444) canonized in 1450. Information from The Inland Catholic newspaper, San Bernardino (interview with Gordon Watson, editor).

<sup>4</sup>Stoebe, Martha G., A Short History of San Bernardino, c. 1973, in the Norman Feldheim Library, San Bernardino.

<sup>5</sup>Technically, a "sub-mission," "assisted" by a larger parent mission (in this case, the mission at San Gabriel). A reconstructed version of the asistencia occupies nearly the same site on Barton Road in Redlands today.

<sup>6</sup>Cajon Pass to the north, and the San Geronio-San Jacinto pass to the south.

Indian raids through the Cajon Pass - raids that had previously become commonplace events.<sup>10</sup> As the Indian threat diminished, the Mormons expanded their grain fields outside the confines of the Fort. Ultimately, they built a grist mill where Mill and Allen Streets now intersect, using water diverted from Warm Creek for their waterwheel power.<sup>11</sup>

Increasing numbers of Mormon immigrants brought a safety to the community that emboldened them to construct more homes outside the stockade. Among the later arrivals was Elder Sherwood, the city engineer who had developed the plans for Salt Lake City. Sherwood completed the first survey for what was to become the city of San Bernardino, laying out the streets at right angles, with one-acre lots. He also made provisions for canals (called zanjas) along every street, determined where shade trees should be planted, and set aside a plaza, or "common," in the area Pioneer Park now occupies.<sup>12</sup>

Most of the early homes had walls built of adobe brick, several inches thick, which provided some interior relief from the blistering summer heat so common in this area. The roofs were made from lumber cut in the Mill Creek canyon, and the demand for lumber soon triggered the founding of several sawmills in the area. The David Seely Mill was one of the more prosperous of these enterprises.<sup>13</sup> During its peak productive years the Seely Mill provided up to 2,500 board feet of lumber each day - most of it sugar pine and cedar - at prices which ranged up to \$80 per 1,000 feet, delivered. The Seely Mill continued to operate until 1862, when it was severely damaged (along with a good many other businesses and homes) in one of the great floods that have periodically stricken the

<sup>10</sup>However, Indian raids continued to persist from the southeast, and the area now comprising the townships of Yucaipa and Calimesa was a frequent target. (Beattie, G. & H., Heritage of the Valley, p. 189ff.)

<sup>11</sup>Ibid. Thus, Mill St. gained its name.

<sup>12</sup>Stoebe, M., A Short History of San Bernardino, 1973, p. 3. See map, end of this chapter, of San Bernardino, with locations of the Lugo house, Mormon grist mill, Pioneer Park, and Seely Sawmill area identified. (Map provided by San Bernardino City Planning Office).

<sup>13</sup>Ibid. The Seely Mill, on Seely Creek, occupied the area now known as Camp Seely.



rapidly became flourishing businesses. The corner of Third and "D" Streets became known as "Whiskey Point," in honor of the four saloons that operated there - and where more than an occasional shooting took place. Just south of "Whiskey Point" on "D" Street was the "red light" district - the home of nearly 200 prostitutes congregated in an area that became notorious throughout the state. This notoriety persisted right up to 1941, when the War Department notified city officials that it would declare the whole San Bernardino Valley "off limits" and not permit any military installations to be built there unless and until the vice problem was brought under control. With this economic sanction hanging over their heads, San Bernardino city government officials moved quickly to extinguish the "red lights" on "D" Street. As a result, shortly after the outbreak of World War II, a different kind of person began showing up in ever-increasing numbers on the streets of San Bernardino - and those persons were uniformly clothed in khaki.<sup>18</sup>

<sup>18</sup>Allen, H.G., San Bernardino Museum Commemorative Edition, Allen-Greendale, c. 1974 (Norman Feldheim Library); also, Stoebe, M., A Short History of San Bernardino, p. 8. Interestingly, the problem of "red light" districts in the city of San Bernardino continues to surface, as witness the vice "cleanup campaigns" that have been directed at basically the same areas as late as 1982-83.

## CHAPTER III

### THE COMING OF THE MILITARY

#### Synopsis

The San Bernardino County Airport idea...The coming of World War II and mobilization...Selection and acquisition of the SBAD site...Early problems...The resistance of the citizenry...The housing problem...Employment opportunities and work force complaints...The SBAD wartime mission.

#### The San Bernardino County Airport Idea

A third of the way into the 20th Century, a farsighted man from Upland, Mr. C.E. "Gene" Grier, began a campaign to get San Bernardino County away from its heavy economic dependence on agriculture and move it more towards business and industry. Grier served for many years on the San Bernardino County Board of Supervisors, and during those years he labored long and hard to bring industry to the San Bernardino Valley.<sup>1</sup> One of the key programs he pushed early on was the establishment of a San Bernardino County Airport (SBCA), which he felt was vital if the area was going to be successful in attracting business and industrial developers.<sup>2</sup> Finally, in January 1940, then-Chairman of the Board of Supervisors Gene Grier was present at an historic event along with a number of other key local area officials. The photograph on the succeeding page shows Chairman Grier and a number of his associates at the groundbreaking ceremony for the new County airport - on the site where Norton AFB now stands.<sup>3</sup>

<sup>1</sup>According to a 1955 interview with San Bernardino Sun Editor James A. Guthrie, "Grier was the father of the idea that the County could no longer delay expanding from an agricultural region into industry. He became almost a fanatic on the subject, driving himself unmercifully...and in my mind there is no doubt he literally gave his life to the effort, as the energy he expended was needed to hold back the ravages of tuberculosis."

<sup>2</sup>Grier was able to convince then-Congressman Harry R. Sheppard of the County's need for industrial expansion. Sun Editor Guthrie also noted "both Grier and Sheppard had the vision of a great federal defense plant being located here in San Bernardino" as WWII approached. From Hixon, M., "San Bernardino and the San Bernardino Air Depot," Heritage Tales, c. 1982, City of San Bernardino Historical Society.

<sup>3</sup>Photo courtesy of Mr. Richard D. Thompson, San Bernardino Historical Society.

began near March Field<sup>5</sup> in Riverside on what eventually would become one of the prime "repple depples" (replacement depots) on the West Coast - Camp Hahn.<sup>6</sup> With these developments, the various cities in the Inland Empire were soon deluged by thousands of khaki-clad personnel.

In conjunction with this effort to mobilize the country, the War Department's Air Service Command (ASC) had determined it needed five additional air depots at strategic locations around the United States, and it selected sites in Oklahoma City, OK; Macon, GA; Rome, NY; Spokane, WA, and here in San Bernardino.<sup>7</sup> The selection of San Bernardino to house one of the sites was not without its problems; as noted earlier, the city's "red light" district had existed for many years, and by the late 1930s it had become a national disgrace. However, thanks to a 1940-41 crusade championed by the San Bernardino Sun, the area was finally cleaned up sufficiently to warrant the War Department's acceptance of the city as a new ASC depot site.<sup>8</sup>

Initially, ASC's plans called for the staffing of what would be called the San Bernardino Air Depot (SBAD) with a cadre of 1,000 civil service men, with attending supervisory personnel. This initial group would undergo training at the already-established Sacramento Air Depot, acquiring skills in aircraft and engine repair and assembly, and supply duties. The Sacramento depot subsequently began training personnel in two shifts, and eventually dispatched one shift to the SBAD in toto after their training was completed.<sup>9</sup>

<sup>5</sup>March Field (now March AFB, of the Strategic Air Command) stands as one of the nation's oldest air bases, having first been established in 1908.

<sup>6</sup>At the height of World War II, Camp Hahn housed as many as 20,000 soldiers on a temporary basis; they were "passing through" enroute to or from bases in the Pacific.

<sup>7</sup>History, San Bernardino Air Service Command (SBASC), "Pre-Activation to Dec 1943," pp. 82-83, on file in the 63rd MAW History Office, Norton AFB.

<sup>8</sup>Hixon, M. "San Bernardino and the San Bernardino Air Depot," Heritage Tales, c. 1982, City of San Bernardino Historical Society. According to the 1955 J.A. Guthrie interview cited, "the Sun's most cherished public award is the cup and certificate from the California Newspaper Publisher's Association for the greatest example of public service to a newspaper's community."

<sup>9</sup>History, SBASC, "Pre-Activation to Dec 1943," pp. 82-83, on file in the 63rd MAW History Office, Norton AFB.

and two ramshackle private residences.<sup>14</sup> The site selection and acquisition process was complete, but a great deal more needed to be done before the SBAD actually came into existence.

#### Early Problems

On March 3, 1942, a feature story appeared in the San Bernardino Sun-Telegram<sup>15</sup> which opened with these lines:<sup>16</sup>

Colonel Lucas V. Beau Jr., commanding officer of the Army Air Corps maintenance and supply depot to be developed on East 3rd Street at a cost in excess of \$20,000,000, arrived in San Bernardino yesterday. Colonel Beau and a staff of five officers today will establish offices in the Chamber of Commerce quarters. Within a month, his staff will include 32 officers, exclusive of enlisted and civilian personnel.

Colonel Beau, who was promoted to Brigadier General in mid-March 1942, was given the title of commanding officer, but beyond the title and the promotion he received very little else in the way of support at the outset. Unfortunately for the ASC planners and for the initial group of military personnel dispatched here to establish the SBAD, the "housing boom" in this area was still a long way off. To make matters worse, the War Department had assigned a "1B2" priority for the SBAD construction effort. Since anything with a priority lower than "1A1" in those supply-critical days was a guarantee of lengthy delays, General Beau found himself facing an uphill battle. The problem involving lack of housing for the SBAD personnel quickly became a critical issue. With nothing in existence at the site itself beyond the Morrow hangar, the first thing General Beau had to find was a place to put both troops and supplies, which soon began arriving in San Bernardino by the trainload. He secured permission to rent warehouse space in the National Orange Show building at the corner of Mill and "E" Streets, and at other properties in Highland, Colton, Ontario, Redlands, and as far away as Los Angeles, Long Beach, and

<sup>14</sup>History, SBASC, "Pre-Activation to Dec 1943," p. 86.

<sup>15</sup>According to Mrs. Anita Kaschube of the San Bernardino Sun, the "Telegram" title was dropped from the newspaper on 22 Oct 78, when the paper eliminated its evening edition.

<sup>16</sup>San Bernardino Sun, 3 Mar 42, p. 1. The Chamber of Commerce offices mentioned here were then located in the American Legion building on 4th St. Earlier, Col. Beau had operated out of the Mission Inn in Riverside.



arriving by the trainload in San Bernardino, all earmarked for the SBAD - as the Sacramento Air Depot had been ordered by the War Department to "ship all supplies which the SBAD might require." Tales of useless supply shipments made during World War II are perhaps apocryphal, but the historical account written during this period states, "one shipment alone consisted of 14 carloads of miscellaneous materials which officers later discovered were obsolete."<sup>22</sup> All available space on the National Orange Show grounds was quickly used up, and General Beau was forced to scramble around looking for facilities to house his troops as well as the daily-arriving streams of supplies. He was also confronted with the monumental problems of getting more than 325 SBAD buildings constructed in the face of low priority ratings for scarce materials, and the recruitment and training of thousands of civilians to perform aircraft repair work. Initially, General Beau let it be known (through the San Bernardino Sun newspaper)<sup>23</sup> that the depot was seeking to employ "6,000 to 7,000 civilians" in an around-the-clock war effort. Those figures would undergo considerable upward revision over the next few years, for by the end of 1944 the SBAD employed over 13,000 civilians and was training more than 4,800 military personnel annually.<sup>24</sup>

#### The Resistance of the Citizenry

Despite the many new job opportunities made available to both men and women<sup>25</sup> through the creation of the SBAD, acceptance of the new government facility in San Bernardino was slow in coming. Fully six months went by before the depot could begin even the most minimal of operations, because labor of any kind was virtually nonexistent. Aside from the Sante

<sup>22</sup>SBASC History, "Pre-Activation to Dec 43," p. 98.

<sup>23</sup>San Bernardino Sun, March 8, 1942, p.1.

<sup>24</sup>San Bernardino Sun, Special Supplement, October 4, 1956, "Six Generals Guide AMC's (Air Materiel Command) Busy Norton AFB."

<sup>25</sup>According to the March 24, 1942 edition of the Sun, Maj. Adrian Cote, Chief of Personnel at the SBAD, said that "60 to 70 percent of the trainees at the SBAD would be women, so that eligible men may be kept available for service in the armed forces." The same article cited training in such skills as aircraft engine mechanics, electricians, aircraft mechanics, and sheet metal workers, among others.

The low priority rating assigned to the SBAD construction project added more problems to General Beau's already-full load. The "bad press"<sup>29</sup> being generated against the project prompted him to undertake a public relations campaign which was aimed at making the civilian population feel a part of, rather than being alienated from, the military establishment. General Beau accomplished this by a simple expedient, often overlooked in those "overclassified" days;<sup>30</sup> he encouraged members of the general population to come out to the depot to see for themselves what kind of work was going on at the installation. This lowering of the customary security barriers that had heretofore blanketed virtually all military activities probably did more to improve local civilian-military relationships in this area than any other single act. Business and civic leaders were repeatedly invited to visit the SBAD, to ask questions, and to observe how their tax and war bond dollars were put to use. Much the same kind of public relations program remains in effect today, primarily through the efforts of the Norton AFB Public Affairs office, as well as through the Inland Action, Inc. businessmen's association.<sup>31</sup>

#### The Housing Problem

General Beau's campaign to foster cooperation and good will between the local civilian and military communities was partially successful. The County Board of Supervisors, city councilmen, civic club leaders and some real estate brokers launched a campaign of their own to encourage residents to make local private housing available for rent to General Beau's staff personnel.<sup>32</sup> The Arrowhead Springs Hotel also began providing special low rates for military personnel, but this establishment

<sup>29</sup>Not literally; the press in those early World War II days was invariably pro-military. The allusion here is to the word-of-(bad)mouth activity that was rampant in San Bernardino, and which was commented upon in the SBASC history of the time.

<sup>30</sup>This over-classification syndrome extended to the historical records of the period, which almost invariably bore "secret," "confidential," or "restricted" markings. The latter classification has long since been discontinued, and all histories referred to in this document have been declassified.

<sup>31</sup>The Norton AFB Public Affairs office (a part of the 63rd MAW) regularly schedules civic leader tours of the installation, makes arrangements for familiarization flights on the C-141B aircraft assigned to the base, and operates a "speaker's bureau" for the benefit of local social and civic organizations.

<sup>32</sup>Some of the initial cadre of permanent personnel assigned to the SBAD were being forced to commute to San Bernardino from points as far away as Pasadena and Los Angeles.



also authorized extensive privately-financed home construction in the San Bernardino area early in 1942.<sup>38</sup>

But it took another year before these authorization actions were translated into real money. In April 1943, the National Housing Agency (NHA) approved an expenditure of \$1,000,000 for the immediate construction of 420 temporary dwelling units to house SBAD employees and their families. That same month the NHA also approved requests from private contractors to build 50 additional private houses in San Bernardino.<sup>39</sup> Still, the housing situation remained critical. Armed with an April 1943 message from ASC headquarters in Sacramento which revised an earlier estimate of 10,000 SBAD workers upward to 19,000, General Beau undertook to have an accurate survey made of the housing available in the San Bernardino Valley. He placed Lieutenant Colonel Ben O. Badgley in charge of the project, and Badgley in turn enlisted the aid of the Post Office Department to conduct a house-to-house check. The results were dismal and disappointing. The survey revealed only four vacant apartments in San Bernardino, plus 15 vacant residences in what was then called "the Mexican quarter."<sup>40</sup> There were 27 vacant houses in Redlands, but even in those days real estate prices in that community were above the norm, and thus out of range of the SBAD target population. The city of Colton had three vacant houses, but one was little more than a shack. Overall, the Post Office's April-May 1943 survey found only .03% of the 30,000 dwellings in this area available to house new SBAD employees.<sup>41</sup>

General Beau made certain that the right people in Washington were apprised of the critical nature of the housing situation, and late in April 1943 a Congressional Subcommittee on Housing<sup>42</sup> visited San

<sup>38</sup>History, SBASC, "Pre-Activation to Dec 1943," pp. 119-121.

<sup>39</sup>Ibid .During the war, all private contractors had to secure NHA approval in order to obtain raw materials for any new construction ventures.

<sup>40</sup>Ibid, p. 222. This essentially referred to the area west of the present day Interstate 215 (see map, p. 10).

<sup>41</sup>Ibid, p. 222-223.

<sup>42</sup>Ibid. The subcommittee was headed by Representative A.J. Elliott of Tulare, CA.





(GM 6038-A-108P-BASE)(0-6-43)(WORK ROOM-BLDG 763)

**INSTRUMENT REPAIR WORKROOM, AIRPLANE REPAIR SHOP BUILDING, SAN BERNARDINO AIR DEPOT, 1944**

At the time of its construction in 1943, it was the largest (900x360') building in San Bernardino County. Now known as Bldg. 763, in 1984 it housed the offices of the 63rd FMS, 63rd OMS, and the 14th, 15th and 53rd MAS flying squadrons.  
(US Army Air Corps photo, SBAD, 1944).



nearby military installations at March Field and in Victorville, and the SBAD Post Exchange Officer (who had been placed in charge of sales) had little difficulty disposing of the excess. The farm was discontinued about a year later when two problems surfaced: (a) insecticides became increasingly scarce, and (b) Mr. Pool objected to his forced reliance on local high school students for the planting and weeding operations.<sup>52</sup>

Although recruitment of common laborers remained a problem for the SBAD throughout the war years, the depot did fare somewhat better when it came to hiring trainees for its skill positions. Mr. Gareth Jellison, who became the depot's first Civilian Personnel Director in early 1942, issued the following notice in March 1942.<sup>53</sup>

Residents from this area will be given preference in selecting candidates from civil service lists for training. We will also hire persons from this area without civil service experience who qualify to take the training courses to be set up in the schools. All trainees will be eligible to receive \$75 a month while completing three to four months' worth of courses; after that, they will be eligible for positions paying up to \$1,500 annually as general mechanics' helpers, or for even higher-paying positions.

Despite these "liberal enticements," the SBAD continued to experience recruitment problems in the local area. Although the SBAD management identified them early on and directed numerous petitions for recruiting restriction relief to higher headquarters, it took until March 1944 before the War Manpower Commission gave the SBAD permission to begin recruiting workers in the outlying areas of Southern California. Compounding the problem was the exceptionally high turnover rate at the depot, which reached 100 percent in some work centers (particularly in the Maintenance complex) each year. Absenteeism was also a major problem; over 196,000 manhours were lost to absences from work in January 1944, to be followed by over 251,000 hours lost in March of that year. The SBAD management launched several campaigns during the war years that tried to

<sup>52</sup>Ibid., p. 235-236.

<sup>53</sup>San Bernardino Sun, March 24, 1942 edition.

gories except those clearly demonstrated to be immediately required.<sup>57</sup> Through a newly-formed Employees Welfare Association,<sup>58</sup> the military leadership of the SBAD began making arrangements for frequent social and educational functions for the benefit of the civilian work force. General Beau invited civilian employee representatives to participate in management policy conferences, and ordered the Post Exchange to establish a restaurant department to improve the quality and quantity of food served at the depot. Within three months he also had a dozen more water coolers installed at convenient locations around the base, and directed his Judge Advocate office to file a suit (later successful) to force local bus companies to accept interline transfers and to increase the frequency of their service. General Beau also instituted an early-day version of "flextime,"<sup>59</sup> staggering days off so that SBAD employees could shop downtown, initiated efforts to improve the lighting and ventilation in those work centers suffering the most, and pressured the Finance Office to improve their salary check and bond distribution systems - no mean feat in itself in those pre-automation days.<sup>60</sup> Finally, in late May 1943, General Beau sought the assistance of the mayor and the city council of San Bernardino to provide a summer recreational program for the children of the many mothers employed at the SBAD. The request was granted and the program established, and in addition to city fathers developed programs for summer kindergarten schools and day nurseries. The first in what would prove to be a long series of people-oriented, mutually-cooperative efforts between the two communities was thus begun.<sup>61</sup>

#### The SBAD Wartime Mission

In May 1943, a Mr. Henry J. Willson of Redlands sent a letter to the <sup>57</sup>*Ibid.*, p. 254. The SBAD being such a new enterprise, it took some time before formal job descriptions covering all tasks could be written and approved.

<sup>58</sup>Somehat remarkable for its time, considering there were no organized federal employee unions yet in existence.

<sup>59</sup>Varioulsy referred to as "flextime" or "flexitime," referring to the practice of staggering work schedules so as to minimize traffic congestion and maximize employee consideration. A number of Norton AFB offices continue to practice variations of "flexitime" today.

<sup>60</sup>History, SBASC, "Pre-Activation to Dec 1943," p. 254. The first rudimentary data automation equipment did not make its appearance on the Norton scene until early 1950.

<sup>61</sup>*Ibid.*, p. 228.

annual meeting of the San Bernardino Chamber of Commerce.<sup>63</sup> Guthrie's editorial set a precedent, for it marked the first time the local civilian population received detailed information as to the nature of the SBAD mission. Guthrie also announced in his editorial that the Sun would henceforth carry, "several times a week," feature articles publicizing activities at the SBAD "to better acquaint workers and interested citizens with the vital work for which the air depot is designed in the winning of the war."<sup>64</sup>

The Guthrie editorial generated more support for the Army Air Corps in this area than it had ever enjoyed before. The Argonaut Club volunteered its entire organization to perform a doorbell-ringing campaign to recruit personnel, and hundreds of businessmen and women volunteered their services for part-time employment at the depot. For more than a year the citizens of San Bernardino had treated the many uniformed personnel in their midst with something approaching total indifference, if not outright contempt - but this first-ever "media blitz" succeeding in changing a lot of those attitudes.<sup>65</sup>

The SBAD featured three major activities during the years 1942-1945. First among its tasks was the reception, accounting for, storage and shipment of war materiel to and from the Pacific theater. Upwards of 26,000 tons of supplies were moved through the base each month during the peak years of 1944-45, and 65 Pacific area locations were dependent upon supplies shipped from this depot.<sup>66</sup>

The second major activity involved the maintenance of aircraft and aircraft engines. Maintenance technicians for this type of work were recruited as early as 1942, when the first shops were established in the old Morrow hangar. However, a critical shortage of equipment and parts in the early days of the war kept these maintenance programs from getting

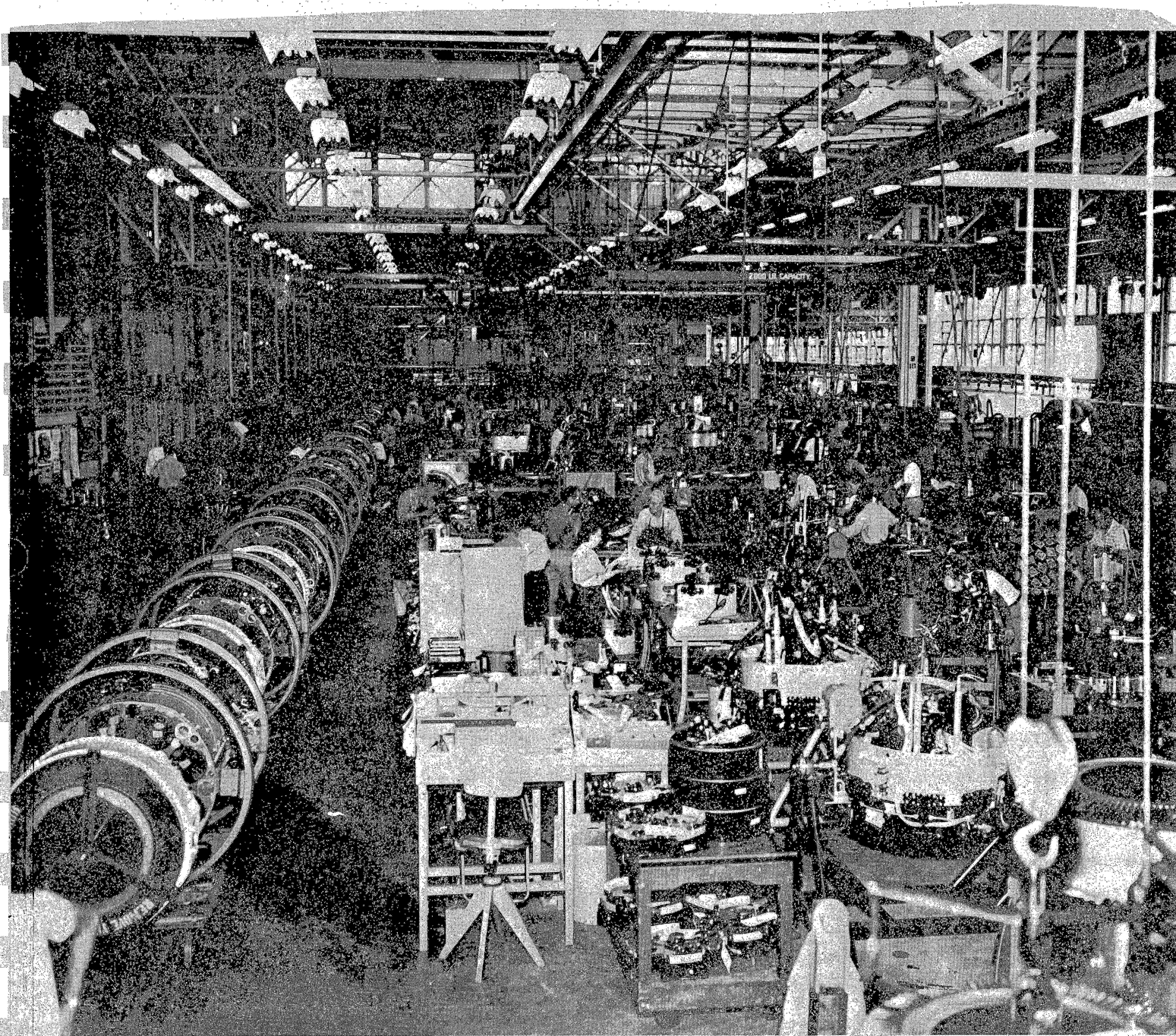
<sup>63</sup>Ibid. Beau's presence as the featured speaker resulted in the largest crowd ever to attend a San Bernardino Chamber of Commerce meeting to that time.

<sup>64</sup>Ibid., p. 245-246, and San Bernardino Sun, June 25, 1943.

<sup>65</sup>Ibid. It should be noted that, in the 43 years since, local newspapers have for the most part been very positive and supportive in their treatment and coverage of Norton AFB activities.

<sup>66</sup>History, SBAMA, 1 Dec 49 - 30 Jun 50, pp. 3-4.





NORTON AFB JET ENGINE REPAIR FACILITY, JULY 1953

The same area today in Bldg. 763 is used for the production of TF-33 jet engines by the 63rd Field Maintenance Squadron for C-141B aircraft.

Once in Washington, the delegation distributed a brochure to government officials detailing the strategic importance of SBAMA, its record of wartime accomplishments, and the economic importance of the installation to the surrounding area.<sup>7</sup> The team remained in Washington through June 1947, lobbying for SBAMA's interests while being financially supported by contributions from the San Bernardino Chamber of Commerce, as well as from concerned businessmen and private citizens. The lobbyists maintained close contact with the San Bernardino Sun newspaper and filed generally positive reports on the impact they were having on the legislators in Washington. Yet, through all of this, letters from the AMC headquarters kept arriving at SBAMA advising the latter of the transfer of certain local activities.<sup>8</sup> For the remainder of 1947 and for the first four months of 1948 the future of Norton AFB was hardly one to inspire investment opportunity confidence.<sup>9</sup>

However, in May 1948, the local inactivation machinery was brought to an abrupt halt by the news that the newly-constituted United States Air Force had received an infusion of money from Congress - and Norton AFB was, for the time being, "saved." The base remained open, but just barely. A brief spate of increased civilian hiring lasted from June 1948 to August 1949, when Congress again intervened with another of its economizing moves and ordered the number of civilian personnel employed at Norton reduced from 3,758 to 2,649 by the end of November 1949. At about the same time the 29th Air Depot Wing (29th ADW) was transferred to Norton from its previous Kelly AFB, TX location effective November 11, 1949. This sudden infusion of another 2,000 military personnel created new operational, administrative and housing problems, and these in turn created some new

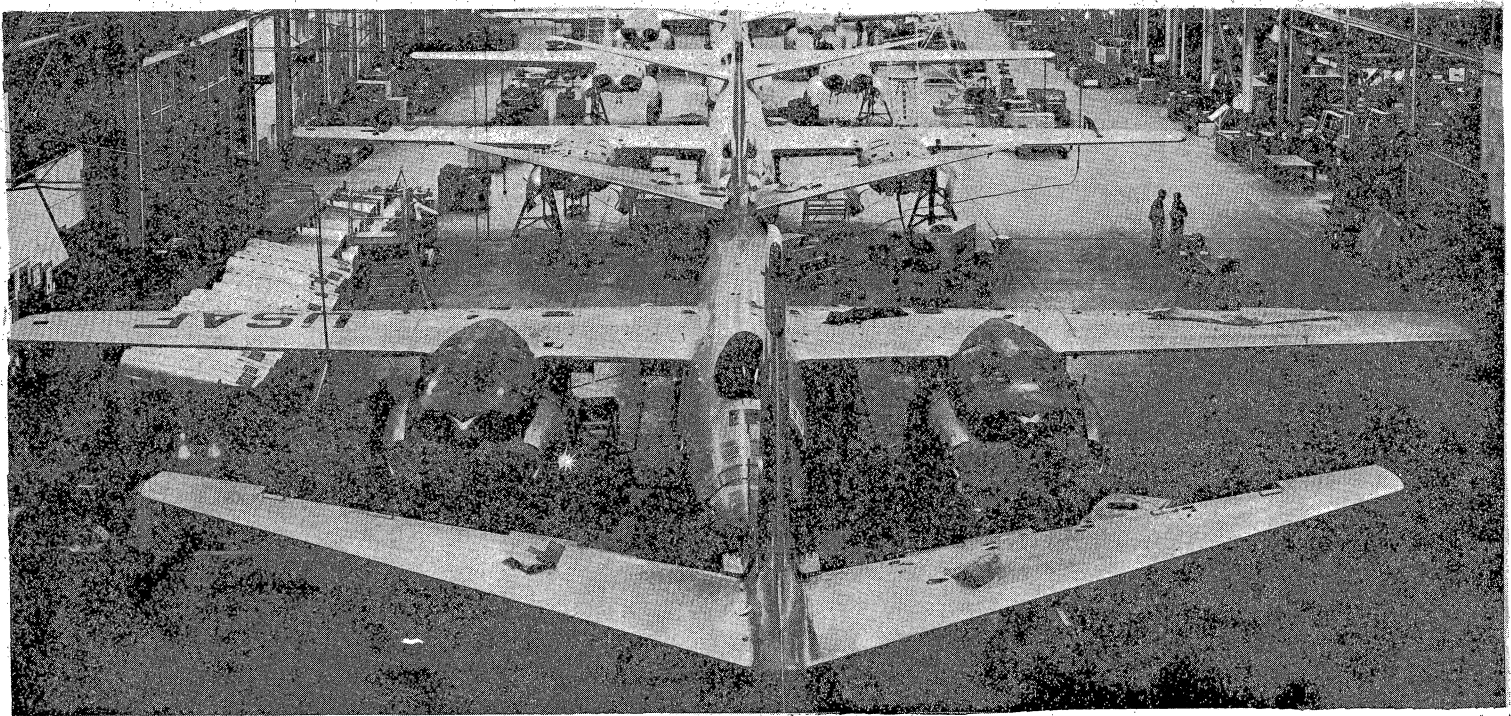
<sup>7</sup>Ibid. Unfortunately, no copies of the 1947 brochure distributed by the San Bernardino/SBAMA lobbyist group were retained in the SBAMA historical archives.

<sup>8</sup>A 4 Apr 47 Hq AMC letter advised that all maintenance support activities at SBAMA would be assumed by the Sacramento AMA effective 15 Apr 47. A second Hq AMC letter (17 Apr 47) directed all 248 aircraft stored at SBAMA be moved to other bases by Sep 47. A third letter (4 May 47) advised Sacramento would assume command jurisdiction of SBAMA. History, SBAMA, Jan-Jun 47.

<sup>9</sup>A target date for the total inactivation of Norton was established as 1 Jul 49 in a Hq Air Service Command message dated 19 Feb 48. History, SBAMA, Jan-Mar 48, Appendix 6.

"exceptional" by Hq USAF.<sup>13</sup>

By June 1953, Norton's civilian payroll had risen to more than \$11 million annually, and the fiscal year<sup>14</sup> workload statistics were impressive: 1,085 J-47 jet engines overhauled, aircraft maintenance performed on 1,700 aircraft (including 71 engine changes), 5,156 aircraft into and 5,861 out of the base during the 12 months.<sup>15</sup> With all this activity, SBAMA still stood out as one of the Air Force's most cost-conscious installations; it earned special command recognition for saving the government more than \$9.3 million during FY53. A major portion of the savings - \$4.7 million - came as a result of the return of 2,800 excess J-47 engine tail cones to stock that year.



**PRODUCTION LINE FOR THE OVERHAUL OF B-45 AIRCRAFT, NORTON AFB, c1953**

<sup>13</sup>History, SBAMA, Jul-Dec 51, pp. 19-20.

<sup>14</sup>In those days the government's fiscal years ran from July-June, unlike the October-September fiscal year currently in effect.

<sup>15</sup>History, SBAMA, Jan-Jun 53, pp. 10-11. Aircraft worked on included C-124s, C-47s, B-45s, F-51s, and F-86Ds - the latter were new, right off the North American Aviation assembly line, flown here by Air Training Command pilots for modification work.



Colton began work on a \$551,200 contract to extend the Norton AFB main runway to its present 10,000 foot length. The job also included extension of the taxiways and the relocation of a railroad spur, and it necessitated the government's purchase of another 62 acres of land off the eastern end of the base at a cost of \$87,175. The Match Brothers, assisted by the Low and Watson Company of San Bernardino, completed the runway project in April 1954.<sup>18</sup> This project was one of the first that would transform Norton AFB into a modern, fully-equipped USAF installation. In 1954, for example, other construction efforts included the underground fuel tanks, the high thrust jet engine test cells, a control tower modification, the base boiler plant, and a high intensity runway lighting system. A year later construction of the industrial waste treatment plant was begun (it was completed in June 1956).<sup>19</sup>

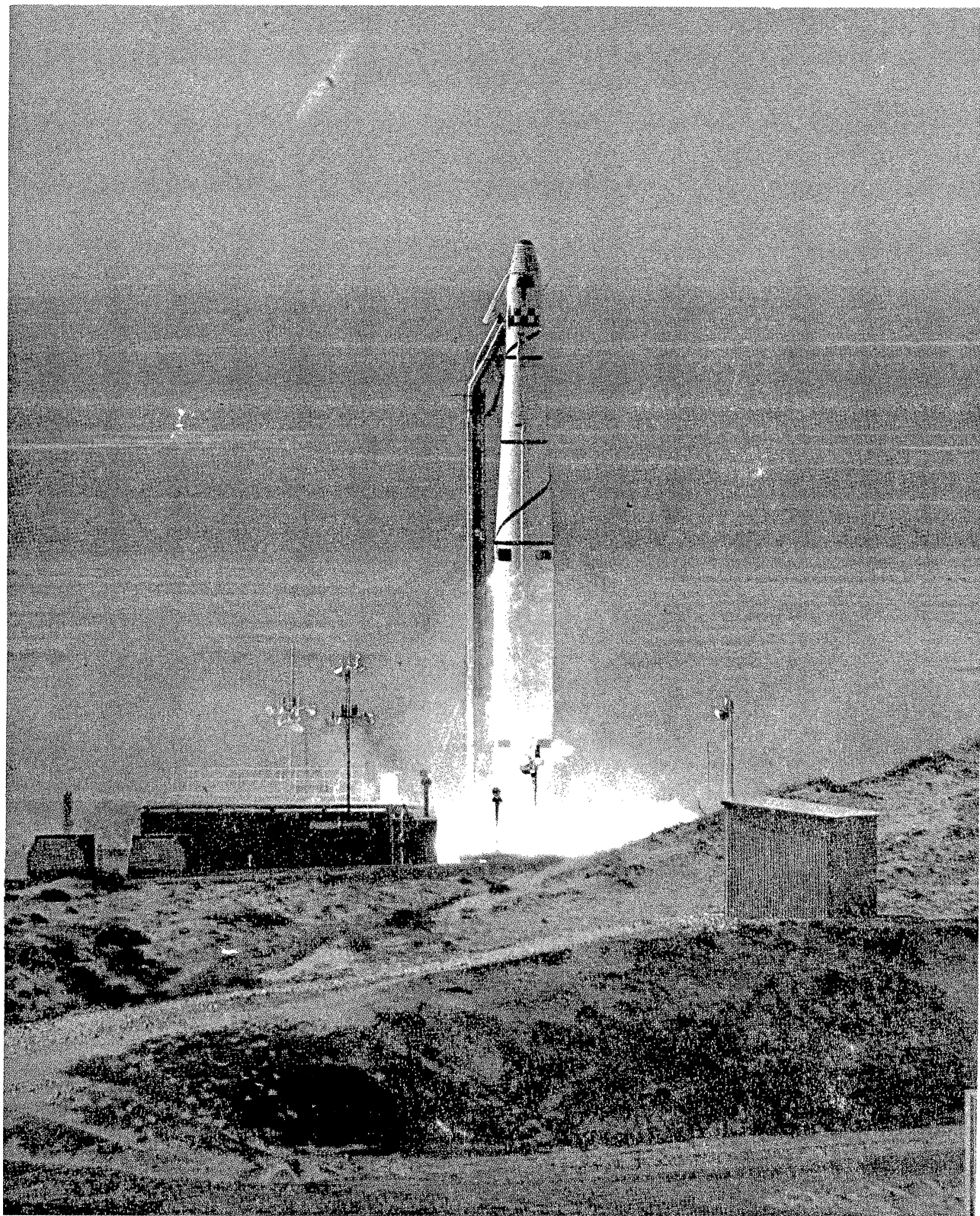
Changes in the base's labor-management relations were also a feature of the 1950s era. As an example, the first locality wage survey was completed in February 1951 to substantiate an earlier interim civilian wage increase.<sup>20</sup> Four years later, in February 1955, SBAMA began converting its 4,720 "temporary" and "indefinite" employee designations to "permanent" status, and a month after that it instituted higher rates of pay for its cadre of GS-5/7 professional engineers and related scientific personnel. In April 1955, the first Norton AFB Civilian Advisory Council was established - the same month that SBAMA received USAF authorization to begin a pilot overhaul line for the new J-73 jet engines. In July 1955, the base entered the computer/data processing age in earnest after SBAMA was designated the USAF's prime support center for the new Falcon missile, and by the end of 1955 two more missile systems were added to the depot's prime responsibility list. All of these mission changes brought with them an increased need for manpower, and by the end of 1955, SBAMA's civilian

<sup>18</sup>History, SBAMA, May-Dec 53, p. 16. Prior to the turnover of the base to MAC in 1967 and the arrival of the 63rd MW, the runway and taxiways had to be "beefed up" to handle the giant G-141 jet transport aircraft currently assigned to the base. That job was accomplished during the Jul-Dec 66 time frame at a cost of \$2 million. (From history, 63rd MW (Provisional), 1 Jul 66-31 Dec 66, p. xli).

<sup>19</sup>History, SBAMA, Jan-Jun 54, p. 58. The first mention of Norton's industrial waste polluting the underground water supply was made at a 18 Sep 53 meeting between SBAMA and Santa Ana River Water Pollution Board officials, when the former advised that industrial waste projects had been reduced from \$9 million to \$940,000 from the NAFB FY54 program by Congress.

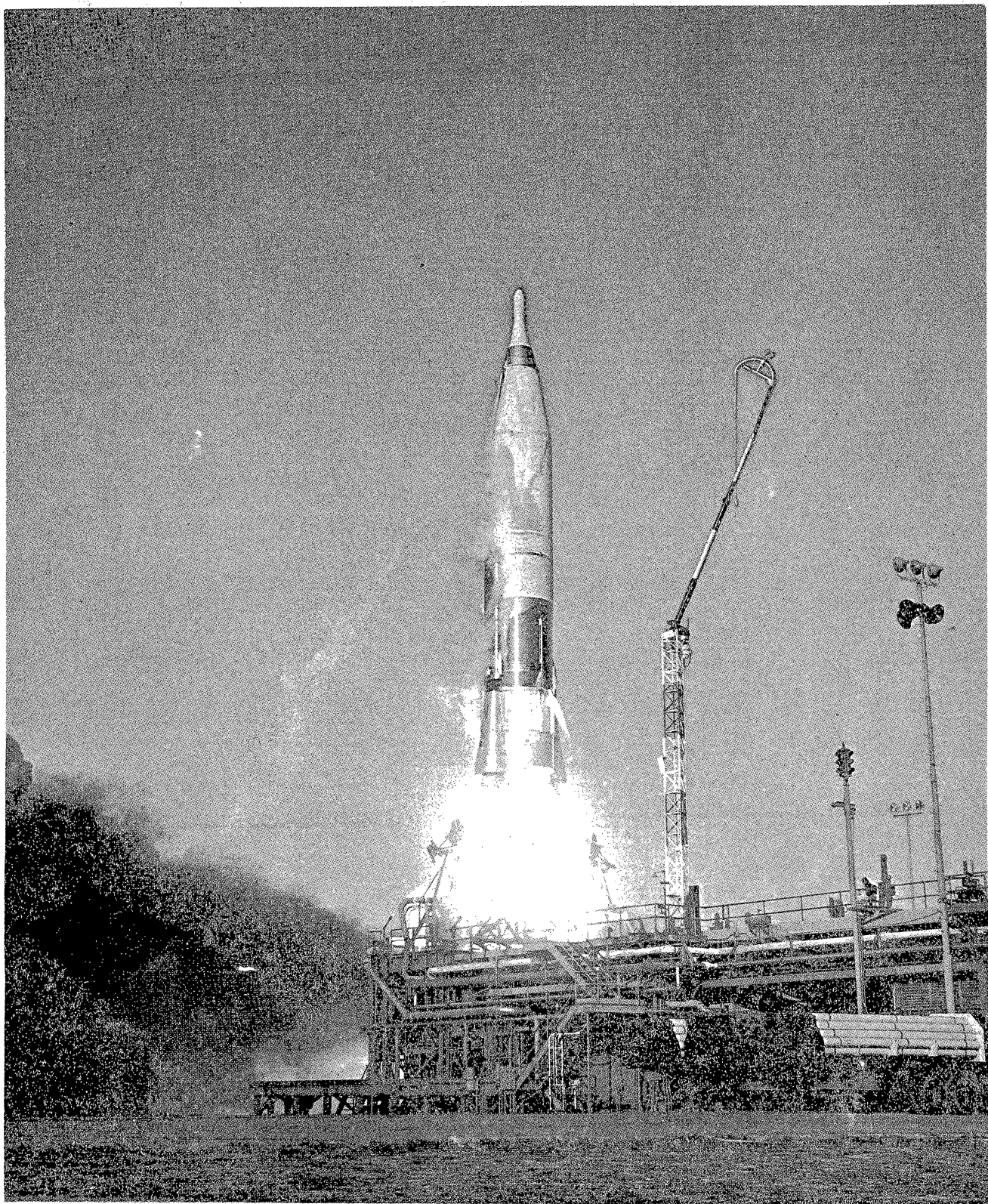
<sup>20</sup>History, SBAMA, Jan-Jun 51, p. 67ff. "Locality wage surveys" are now conducted each even-numbered year in the Norton AFB area. A team of civilian personnel representatives canvasses the local area, matching (as equitably as possible) on-base job descriptions with their civilian marketplace counterparts to determine and justify pay scale adjustments.





**USAF THOR-AGENA (DISCOVERER)**

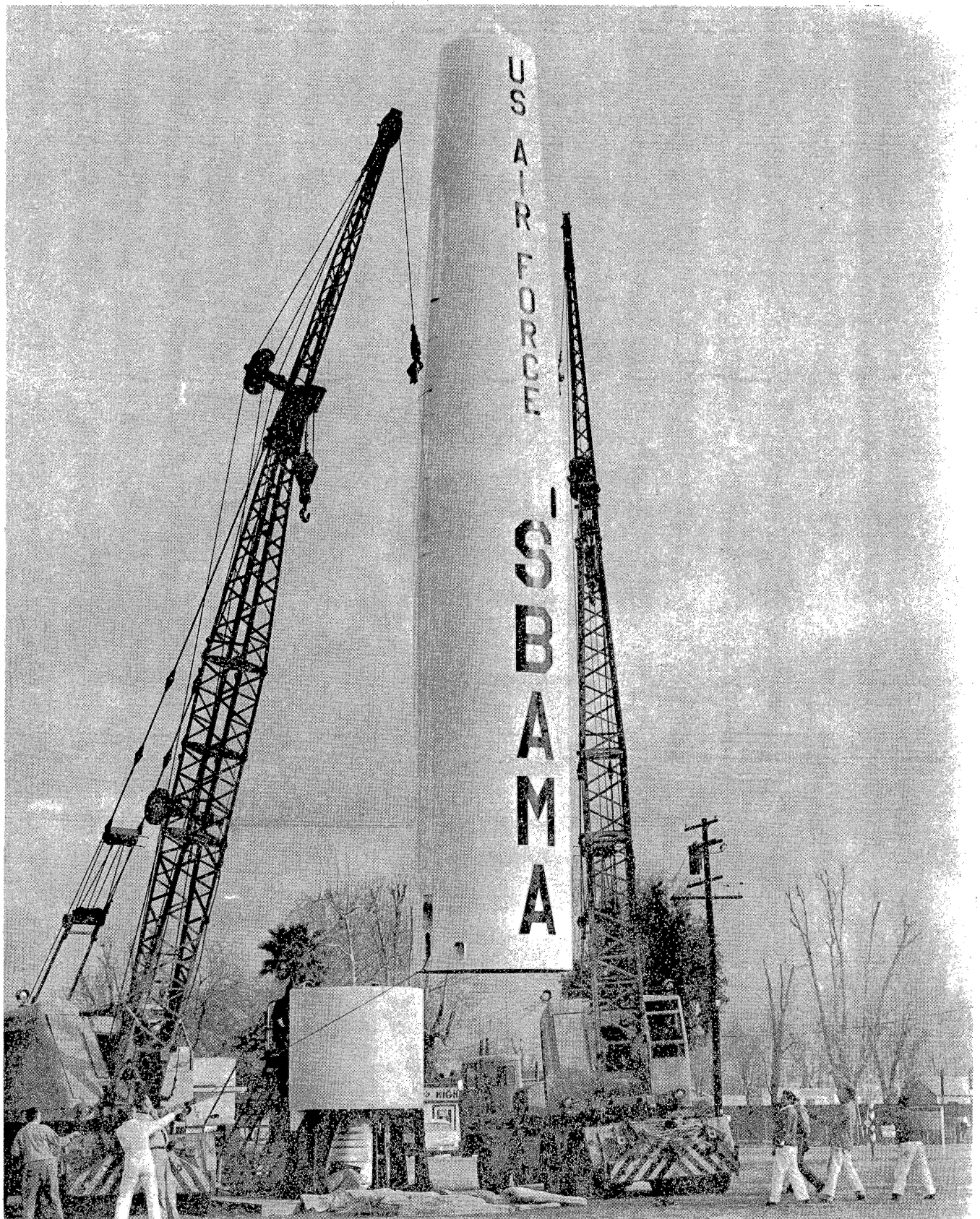
*Aerospace Systems  
Air Force Systems Comm  
Los Angeles, Calif.*



**USAF ATLAS ICBM**

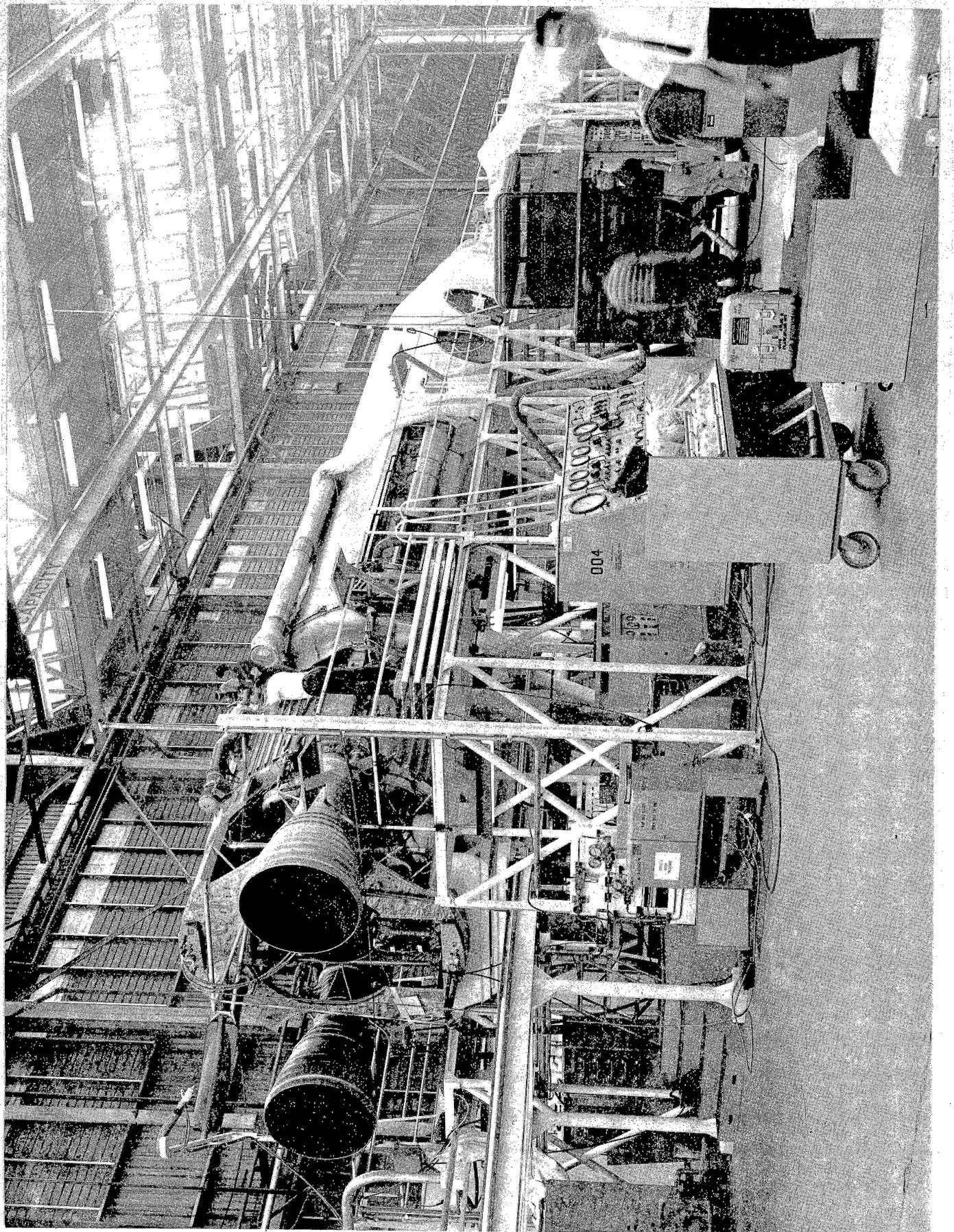
*Aerospace Systems  
Air Force Systems Command  
Los Angeles, Calif.*





ERECTING THE THOR INTERMEDIATE RANGE BALLISTIC MISSILE DISPLAY, NORTON AFB,  
JANUARY 1960





ATLAS E & F CHECKOUT DOCK, BLDG. 763, NORTON AFB (SBAMA), c1963

the Air Force Eugene M. Zuckert announced that two Military Air Transport Service (MATS)<sup>40</sup> squadrons would be activated, along with the 63rd Military Airlift Wing (63rd MAW, then at Hunter AFB, GA), at Norton AFB not later than September 30, 1967.<sup>41</sup> The squadrons would be equipped with the newest cargo aircraft in the USAF's inventory - the Lockheed C-141 "Starlifter" four-engined jet transports. With this move, Norton would return to its former status as an air operations base, rather than serving as a missile depot.<sup>42</sup> The 63rd MAW became the host unit at Norton, bringing with it from Hunter a supporting cast of operations, maintenance, aerial port, logistics, and administrative personnel and equipment - about 5,000 military personnel in all. The relocation of the 63rd MAW enabled the USAF to effectively balance its airlift assets between the east and west coasts of this country for the first time.<sup>43</sup> It also meant that a number of SBAMA employees were able to hold on to their civil service status, as upwards of 1,200 civilian slots had to be filled in the new organization.<sup>44</sup>

#### Behind the Decision to Save Norton AFB - Inland Action, Inc.

As anyone even remotely attuned to political machinations and decision-making might have surmised, the announcement made by Secretary Zuckert regarding the relocation of the 63rd MAW to Norton AFB<sup>45</sup> did not "just happen." A great deal of the credit must go to the dedicated individuals who made up Inland Action, Inc., an organization made up of local business and civic leaders who were (and are to this day) concerned

<sup>40</sup>MATS was redesignated the Military Airlift Command (MAC) on 1 Jan 66.

<sup>41</sup>The 14th and 15th Military Airlift Squadrons (MAS). The 14th MAS arrived at Norton AFB with the 63rd MAW from Hunter AFB on 1 Apr 67, while the 15th MAS was officially activated here on 15 Aug 67. A third flying squadron, the 53rd MAS, was assigned to the 63rd MAW on 8 Jan 72.

<sup>42</sup>The first two C-141s arrived at Norton on 8 Apr 67 (see photo, next page); ultimately, 54 would be assigned to the installation (18 for each flying squadron).

<sup>43</sup>McGuire AFB (NJ) and Charleston AFB (SC) on the east coast;; Norton, Travis AFB (CA) and McChord AFB (WA) on the west coast.

<sup>44</sup>An average of 1,627 civilians worked in the 63rd MAW and slightly more than 2,000 in Norton's tenant organizations during the Jan-Mar 86 time frame. From 63rd MAW history, Jan-Mar 86, p. 43.

<sup>45</sup>A "Provisional" element of the 63rd MAW came to Norton AFB on 1 Jul 66 from Hunter AFB to pave the way for the main body of the organization, which was officially activated here on 1 Apr 67.



about the economic vitality of the San Bernardino Valley area, and who knew how much Norton AFB contributed to that vitality.<sup>46</sup> Formed in September 1962, the Inland Action Inc. members were particularly active in 1964-65, when several of them<sup>47</sup> made repeated trips to Washington, DC, to press the "save Norton AFB" issue among members of Congress. That they were successful in the effort is testimony to their perspicacity, because selling Norton as an installation suitable for the upcoming age of jet transports was no easy task. For one thing, as far as the USAF and MAC leadership was concerned, Norton ranked third on the list of preferable West Coast sites for the repositioning of the 63rd MAW, falling after March AFB in Riverside and the El Toro Marine Corps Air Station (MCAS) near Irvine, CA.<sup>48</sup> Both these installations had certain advantages over Norton - not the least of which were their long, "beefed up" runways already in existence, their relative distances from centers of population,<sup>49</sup> and the relatively flat terrain surrounding both bases. On the other hand, Norton presented several problems, especially for the jet aircraft that would be stationed at, and transiting, the base. Its very location was the first problem - just three miles east of downtown San Bernardino, with the western approach path to its runway passing over populated areas in both San Bernardino and Colton. Secondly, prevailing winds in the area generally dictate that takeoffs be made in an easterly direction, climbing and turning to the right - meaning aircraft have to pass over at least a portion of the city of Redlands. No variation in this "right turn" takeoff pattern to the east is possible, owing to the San Bernardino Mountains

<sup>46</sup>Norton AFB has been the biggest single employer in the Inland Empire ever since WWII. A detailed examination of its overall economic impact on the area will follow in Chapter VI.

<sup>47</sup>Led by former SBAMA Commander Maj.Gen. Clyde H. Mitchell, who still resides in San Bernardino and who provided this background information on the early days of Inland Action Inc. in a 17 Sep 84 interview. Also interviewed this same date was Mr. Emie Martin, founder of Martin Business Machines in San Bernardino, and Mr. David Ackley, a former San Bernardino San employee and Inland Action team member.

<sup>48</sup>Interview with Mr. Tom Simmons, (Col., USAF, Ret.), President of Inland Action Inc., 10 Sep 84, and SBAMA history, Jul 64-Jun 65, p. 57.

<sup>49</sup>March AFB is located about 8 miles from downtown Riverside, while the El Toro MCAS is more than 10 miles from Irvine.

CHAPTER V  
THE COMING OF THE JET AGE

Synopsis

Noise pollution - a major irritant...The Air Installation Compatibility Use Zone (AICUZ)...The Holloway vs. U.S. lawsuit...Norton AFB acquires County buildings, clear zone properties...The Tri-City - Park Centre development project...Another Norton concern - ultralight aircraft...Environmental concerns - the Installation Restoration Program (IRP).

Noise Pollution - A Major Irritant

Those of us who qualify as middle-aged or older can remember the days when an airplane passing overhead would cause people to stop whatever they were doing and turn their eyes skyward, searching the heavens for a glimpse of that romantic machine that had enabled man to be as one with the birds and the clouds. Unfortunately, those days are mostly gone now and, unless one discounts the appearance of some exotic aircraft at an air show,<sup>1</sup> the coming of the jet age has more often than not been a source of great annoyance to many - particularly when those roaring, howling members of the turbofan fraternity split the skies immediately overhead. The reaction of many people living in the communities surrounding Norton AFB to the sharply increased noise level brought about by the arrival of jet aircraft at the installation was predictable; they didn't like it.<sup>2</sup> Before long the 63rd MAW's Public Affairs Office<sup>3</sup> was forced to expand a

<sup>1</sup>Such as at the annual Norton AFB Open House celebrations, which have regularly featured the USAF "Thunderbirds" aerial demonstration team and numerous other exotic aircraft; these events routinely attract crowds in excess of 100,000 to the base.

<sup>2</sup>See photo, p. 47. In 1982, the US Army and USAF agreed that Norton would be the airhead for troop movements to and from the Army's Ft. Irwin (CA) complex in the Mojave Desert near Barstow. The result has been a significant increase in the number of commercial charter jet flights into and out of the base - many of them "wide-body" type aircraft.

<sup>3</sup>Formerly referred to as the "Base Information Office," its name was changed to "Public Affairs" in 1980.

good many people owned land or homes within the "accident potential" and "clear" zones identified in the AICUZ, and some of them took exception to the Air Force position in a class action lawsuit ("Holloway vs. US."), which was filed in the U.S. District Court in Los Angeles in December 1978.<sup>8</sup> Earlier, Thomas J. Holloway, a 52-year resident of San Bernardino, had retained attorneys from the Inland Counties Legal Services<sup>9</sup> to represent him and approximately 70 other litigants in a dispute with the Air Force - and, more specifically, Norton AFB. The allegation described in the Holloway complaint was one of "inverse condemnation," and each of the plaintiffs sought \$10,000 in damages from the USAF. The wording of the complaint read as follows:<sup>10</sup>

"This is an inverse condemnation action arising out of an unconstitutional taking by the United States without formal condemnation, or payment of compensation, of an interest in plaintiff's property. The amount of plaintiff's claim, to be proved at trial, shall not exceed \$10,000 per claimant, and jurisdiction is invoked under the Tucker Act, Title 28 U.S.C. 1346 (2) (p. 7572). Plaintiff's claims are based on the prohibition of the Fifth Amendment of the United States Constitution against the taking of private property without just compensation, and do not involve any theories sounding in tort."

Lieutenant Colonel Robert D. Haines, the Norton AFB Staff Judge Advocate at the time the Holloway suit was filed, summarized the case as "an argument over the USAF's alleged 'unlawful taking' of the plaintiff's property, and the consequent lowering of their property values."<sup>11</sup> In addition to their complaint that the establishment of the "clear zones" had impacted these values, the plaintiffs also claimed in their lawsuit that Norton AFB had engaged in a "successive increase in overflights" over

<sup>8</sup>Filed as Case No. CV-78-4595-RMT(PK) in the U.S. District Court, Los Angeles.

<sup>9</sup>With offices at 362 N. Arrowhead Ave., San Bernardino. From 63rd MFW history, Oct-Dec 78, Vol. II, Supp.Doc. 34.

<sup>10</sup>History, 63rd MFW, Oct-Dec 78, Vol. II, p. 34-4 (Supp.Doc. 34).

<sup>11</sup>LtCol. Haines was interviewed by the author on numerous occasions regarding the status of the Holloway suit; he retired from the USAF in 1980.

by the court for a "preliminary hearing" on the statute of limitations issue.<sup>15</sup>

#### Norton AFB Acquires County Buildings, "Clear Zone" Properties

Slightly more than five years after the Norton AFB AICUZ study was completed and published in 1976, and after a huge escalation of property values in the interim,<sup>16</sup> a House-Senate conference committee voted its approval of a \$20 million appropriations bill on December 11, 1981 that directly impacted both Norton and the city of San Bernardino. Included in the bill was roughly \$11 million for the purchase of the so-called "County buildings" across the street from Norton's Gate #1 entrance on Tippecanoe Avenue,<sup>17</sup> with the remaining \$9 million in the package allocated for the purchase of property in the "clear zones" off either end of the Norton runway.<sup>18</sup> Included in the latter purchase were 110 private residences plus a furniture store near the western end of the runway, and 40 acres of undeveloped land in the Santa Ana River wash off the eastern end. The five "County buildings," which were then housing offices of the Environmental Public Works Agency,<sup>19</sup> were occupied in July 1984 by the Air Force Systems Command's Ballistic Missile Office (BMO) - a tenant organization on Norton AFB which had outgrown its office space in the 520-527 series of buildings on the base proper.<sup>20</sup>

<sup>15</sup>Interview with Capt. David L. Frisberg, Norton AFB Staff Judge Advocate office (Civil Law section), 8 Jul 86.

<sup>16</sup>According to an Oct 76 San Bernardino Sun newspaper estimate, the value of the so-called "County buildings" was then between \$2-3 million.

<sup>17</sup>See photo, succeeding page (from 63rd MFW history, Jul-Sep 80).

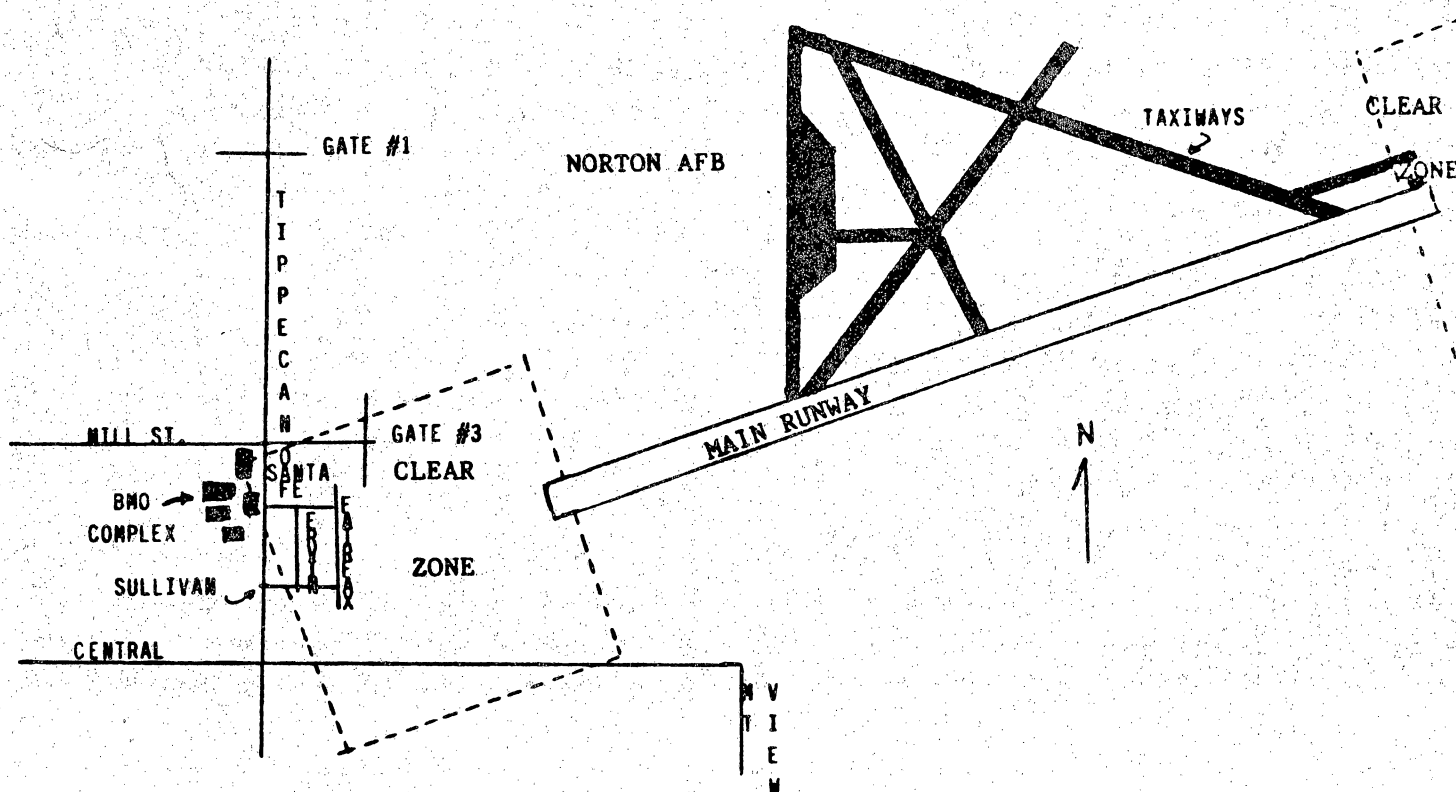
<sup>18</sup>See map, p. 56 (from San Bernardino Sun, 12 Dec 81 edition). Information from 63rd MFW history, Oct-Dec 81.

<sup>19</sup>The Environmental Public Works Agency offices were relocated to new office space in downtown San Bernardino.

<sup>20</sup>The BMO is currently responsible for the development of the MX "Peacekeeper" ICBM, among other missile systems. It formally occupied the "County buildings" on 3 Jul 84.

million. The Hammock letter contained a number of conditions regarding maintenance and utilities payments and a "schedule of occupancy" which would delay the first BMO moves until May 1982, but it guaranteed the entire complex would be turned over to the Air Force by October 1, 1983.<sup>21</sup>

By the first quarter of 1983, over 90 percent of the 110 housing units located in the "clear zone" areas bounded by Sante Fe and Sullivan Streets (see map below) were sold. Mrs. Patti Elswick, Manager of the program for the Army Corps of Engineers, reported at the time that "most of the sales were completed in about seven months, with very little dickering over the prices set by the government."<sup>22</sup>



<sup>21</sup>The County asked for, and got, the \$11 million by 1 May 82. It combined that money, plus interest drawn on it, with the proceeds from the sale of about 40 acres of industrial land adjacent to the complex to raise about \$15 million of the \$22 million required to build a new office building just north of the old County courthouse in downtown San Bernardino. From 63rd MFW history, Jan-Mar 82.

<sup>22</sup>Interview with Mrs. Elswick, 10 May 83, as reported in 63rd MFW history, Apr-Jun 83.



Corporate Center.<sup>26</sup> The acreage was essentially undeveloped wasteland, save for the Tri-City Airport complex, which was founded in 1927 by William H. Lines of Redlands. Lines subsequently sold the property to Joe and Evelyn "Pinky" Brier in 1938, and "Pinky" continued to operate the 5,000-foot dirt-strip airport after her husband's death in 1976 until it was officially closed to all private light aircraft in July 1981. Mrs. Brier had previously engaged in negotiations with Robert Lintz, the developer of Sterling Homes (Irvine, CA), to sell the facility and the land surrounding it for a price reported by the San Bernardino Sun in early 1980 to be \$8.9 million.<sup>27</sup>

At first, Lintz and Hodgdon<sup>28</sup> concentrated on plans to develop and improve the airport, going so far as to pave the 5,000-foot runway with asphalt in 1980 with a view towards expanding light aircraft operations there - the dream of a "San Bernardino County Airport" again resurrected. However, Norton AFB air operations officials raised strong objection when the intent of the developers became known - they feared that any increase in local air traffic in this already-crowded Southern California airspace<sup>29</sup> would pose an unconscionable threat to continued safe flying operations at the base. The seriousness of this safety threat was underscored in early 1981, when Colonel Claudius E. Watts III, then the 63rd MAW Commander, informed the San Bernardino County Board of Supervisors that the midair collision potential engendered by a fully operational Tri-City Airport could justify a shutdown of the base.<sup>30</sup> On June 29, 1981, the Board of Supervisors voted 3-2 to abandon its efforts

<sup>26</sup>Tri-City Airport from 1938-1981, Rank Centre Development Project from Jul 81-Apr 85, and Tri-City Corporate Center since then.

<sup>27</sup>As reported in the 5 Jan 80 edition of the Sun, and neither confirmed nor denied in an interview conducted by the author with Mrs. Brier shortly thereafter.

<sup>28</sup>Lintz and Warner Hodgdon formed the "American Center Partnership" in Jan 80 in their attempts to develop the Tri-City area. From 63rd MW history, Oct-Dec 79, p. 75ff.

<sup>29</sup>According to a 1984 FMA estimate, the Roman-Walnut-San Bernardino Valley airspace is the most heavily congested of any in the United States.

<sup>30</sup>From 63rd MW history, Apr-Jun 81, p. 64ff.

Dr. Krick, supported by a group of general aviation enthusiasts, prevailed upon officials in the city of Loma Linda to make a bid to annex the Tri-City Airport property, which at the time belonged to the county (not the city) of San Bernardino. When the San Bernardino City Council got wind of this proposal, they made quick tracks to work up an annexation proposal of their own, recognizing that San Bernardino stood to lose a valuable tax base if the area was later fully developed with commercial enterprises. The San Bernardino council proposal was successfully presented to the Local Agency Formation Commission on October 14, 1981. In the process, San Bernardino Mayor William R. "Bob" Holcomb made a strong statement supporting the continued presence of Norton AFB within his city, noting that "Air Force officials have expressed deep concern" over the Tri-City issue, and that "we don't want to lose Norton."<sup>33</sup>

In mid-1983, the Lintz-Hodgdon syndicate sold their Tri-City holdings to the Ted Dutton-Doug Golding development company for an undisclosed sum, and the Dutton-Golding combine promptly announced what was described in the Sun as "an ambitious plan for a \$600 million shopping-office complex." Norton officials were not concerned about proposals in this plan for the \$100 million shopping mall, the 150-room hotel, the 620-unit senior citizen's low-cost housing complex, the extension of Hospitality Lane's "restaurant row", or the new County Medical Center. None of these developments could adversely affect operations at Norton AFB - but the proposed heliport on the site's northern perimeter certainly could.<sup>34</sup> As Colonel William J. Haugen, then the 63rd MAW's Deputy Commander for Operations, put it in an interview on March 21, 1984:<sup>35</sup>

"We don't want anything happening to our aircraft or theirs, or to anything on the ground that might get hit by falling debris. We've told the Federal Aviation Administration (FAA) of our strong objections to this development...it's 1.6 miles off the end of our runway, and we're not too

<sup>33</sup>From 63rd MAW history, Jul-Sep 81, p. 52. The San Bernardino Sun carried a story on 15 Oct 81 announcing the Local Agency Formation Commission vote in favor of San Bernardino.

<sup>34</sup>See Rancon Realty map, p. 63.

<sup>35</sup>From 63rd MAW history, Jan-Mar 84, pp. 29-30.

of the 63rd MAW may "immediately and unilaterally" void the agreement.<sup>38</sup>

Early in 1986 the Rancon Financial Corporation of Rancho California, headed by Chief Executive Officer Daniel L. Stephenson and his managing partner John E. Quinton, acquired the Tri-City land holdings from Dutton-Golding Associates and embarked on their own development scheme, changing the name of the complex to "The Tri-City Corporate Centre." Earlier Dutton-Golding plans for a medical center and the low cost senior citizen's housing were scrapped in favor of a group of "garden offices" and a "sports centre," but the heliport proposal remains firm. A photograph of the area as it appeared in February 1986, and a map detailing Rancon's developmental plans for it, follows on the succeeding page.<sup>39</sup> Additional Tri-City Corporate Centre information may be found in Appendix IV.<sup>40</sup>

#### Another Norton Concern - Ultralight Aircraft

In August 1983, air traffic control and flying safety officials at Norton AFB were apprised of a situation developing at the nearby Redlands Airport, located about six miles to the east of the base. That month, an ordinance amendment regulating the operation of ultralight aircraft at the airport was approved by the Redlands Airport Advisory Board. Mr. Ron Mutter, then the Redlands Superintendent of Streets, said at the time that the airport "risked losing federal funds if it tried to keep out ultralights," and that the ordinance "was an attempt to accomodate the ultralights, yet prevent them from endangering other aircraft." Earlier, according to Mutter, the FAA "had made an inspection of Redlands Airport and deemed we had a great airport for ultralights." Advisory Board Chairman Dave Sevel added, "we think ultralights are going to be a way of life at Redlands Airport."

Over the next several months Norton officials made it known to civic leaders in Redlands that the Air Force was adamantly opposed to the idea

<sup>38</sup>Tr of Agreement, Norton AFB/FAA with Dutton-Golding Associates, dtd 16 Jul 84 (in 63rd MAW history, Jul-Sep 84).

<sup>39</sup>Photograph and map courtesy of Rancon Realty, Inc. Norton AFB may be seen at top center in the photo, to the north of the Tri-City complex.

<sup>40</sup>Ibid.



of ultralight aircraft operating out of Redlands Airport - mainly because of safety considerations. As Captain Greg Smith, then the 63rd MAW's Public Affairs Officer, put it in an interview in February 1984, "we're concerned about the safety of the ultralight pilots because of the wake turbulence created by the departure (from Norton) of heavy aircraft like the C-141 or the C-5." When the huge jet aircraft climb out and pass over Redlands Airport at altitudes ranging from 600-1,000 feet, the massive amounts of wake turbulence they create could easily cause an ultralight pilot flying beneath to lose control of his aircraft and crash. In addition to this threat to safety there were several others, namely:<sup>41</sup>

- Ultralight aircraft would be extremely difficult to spot in the persistent fog and haze common to this area.

- The aircraft cannot easily be picked up and identified by air traffic controllers on radar.

- Most ultralight aircraft operate without radios or altimeters.

- There is the added danger of ultralight pilot proficiency, or rather the lack of it. While general aviation pilots are required to undergo standardized training and FAA examinations before earning a license, there are currently no such requirements for ultralight pilots.

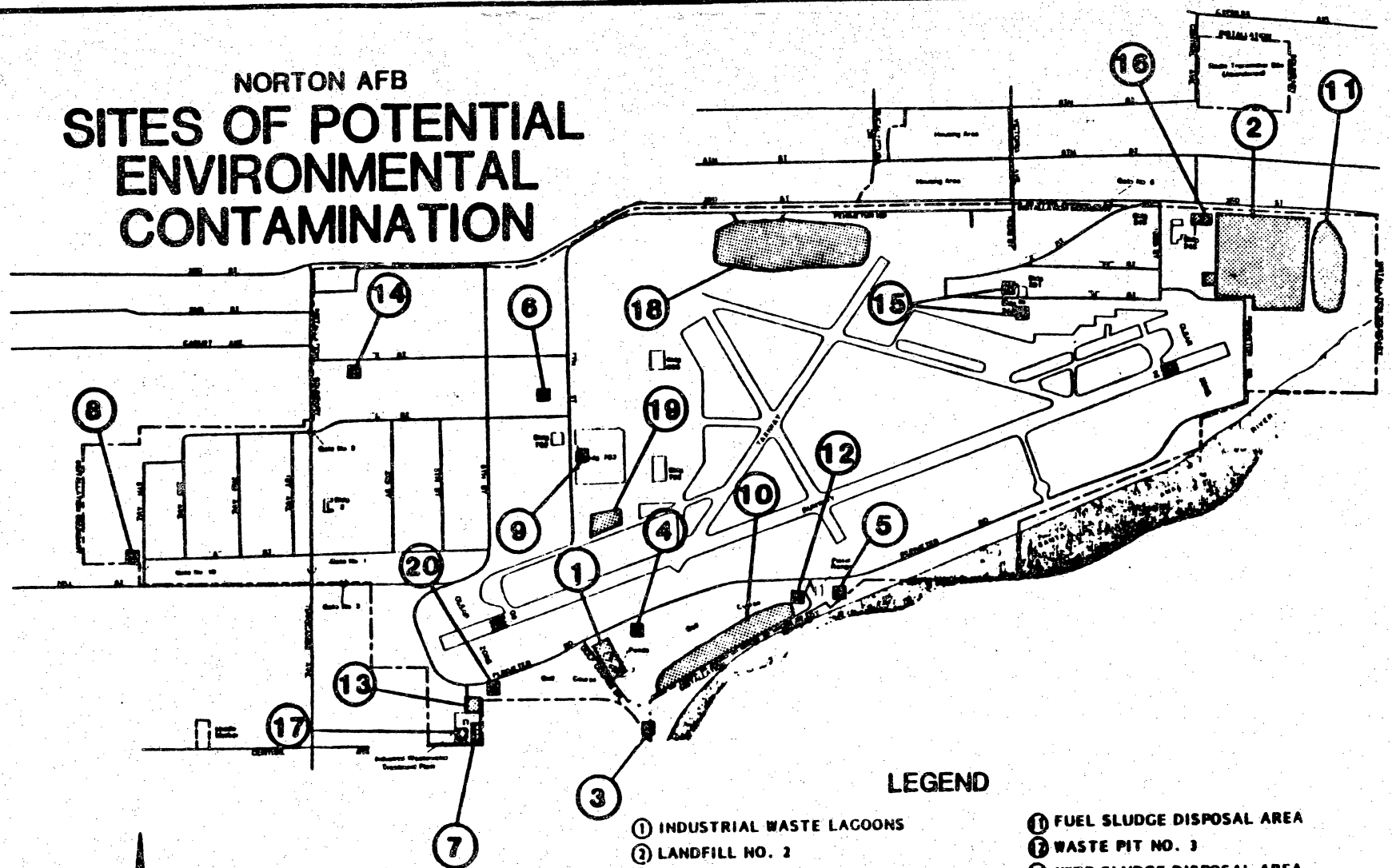
Late in 1983 the officials at Norton AFB finally managed to convince the city of Redlands that their contingent of ultralight aircraft enthusiasts would be better off pursuing their sport in another, less dangerous, area. In February 1984, Ron Mutter announced that the proposal for an ultralight airstrip at the Redlands Airport had been placed on an "indefinite hold," and since that time the issue has not resurfaced.

#### Environmental Concerns - The Installation Restoration Program

Early in 1976, the Department of Defense (DOD) developed a program to identify and evaluate past hazardous material disposal sites on government property, with a view towards controlling the migration of these contaminants into the underground water tables. The DOD named this

<sup>41</sup>From 63rd MAW history, Oct-Dec 83, p. 60.

# NORTON AFB SITES OF POTENTIAL ENVIRONMENTAL CONTAMINATION



## LEGEND

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| ① INDUSTRIAL WASTE LAGOONS            | ⑪ FUEL SLUDGE DISPOSAL AREA          |
| ② LANDFILL NO. 2                      | ⑫ WASTE PIT NO. 3                    |
| ③ WASTE PIT NO. 2                     | ⑬ IWTP SLUDGE DISPOSAL AREA          |
| ④ WASTE PIT NO. 1                     | ⑭ WASTE PIT NO. 4                    |
| ⑤ FIRE PROTECTION TRAINING AREA NO. 2 | ⑮ OIL SPILL AREAS                    |
| ⑥ UNDERGROUND WASTE OIL STORAGE TANK  | ⑯ AAVS/DAVA EVAPORATION BASINS       |
| ⑦ IWTP SLUDGE DRYING BEDS             | ⑰ DRUMMED WASTE STORAGE NO. 3        |
| ⑧ PCB STORAGE AND SPILL SITE          | ⑱ AVGAS SPILL AREA                   |
| ⑨ CHEMICAL SPILL AREA NO. 5           | ⑲ DRUMMED WASTE STORAGE NO. 1        |
| ⑩ LANDFILL NO. 1                      | ⑳ LOW LEVEL RADIOACTIVE WASTE BURIAL |

SOURCE: NORTON AFB INSTALLATION DOCUMENTS

adjacent to the Aerospace Audiovisual Services (AAVS) headquarters on the east side of the base ("16" on the map, page 66), some salts have been detected which have increased the electrical conductivity of the soil, but the area thus far appears free of TCE contamination.<sup>52</sup>

In June 1985 Norton AFB was added to the "National Priorities List," along with 34 other federal installations targeted by the Environmental Protection Agency for special cleanup projects. A main difference insofar as these federal facilities are concerned is that the funding for their cleanup work must come "out of hide," and not from the Congressionally-established (in FY85) "superfund" monies.<sup>53</sup> Colonel Hillyer and his successor Colonel David A. Voigt<sup>54</sup> have pledged to continue the base cleanup campaign effort and to work closely with local environmental regulatory agencies to insure that additional toxic waste problems do not manifest themselves locally in the future. Of course, every effort is now being made on Norton AFB to preclude its contributing to environmental pollution problems; no chemical or other toxic waste materials have been deliberately dumped anywhere on the ground on the base since 1980. The environmental pollution issue became a particularly sensitive one in this area when, in 1983, the Environmental Protection Agency filed suit to recover damages from contributors to the highly polluted Stringfellow Acid Pits in nearby Glen Avon, CA. The Stringfellow pits have since been closed and capped, but concern remains that their contamination will migrate into the Chino Basin, which furnishes part of the Los Angeles water supply. Since certain agencies at March AFB are alleged to have contributed to the Stringfellow situation over the years, the Air Force share of that cleanup bill could run into the millions of dollars.<sup>55</sup> Obviously, Norton AFB officials are intent upon avoiding having a similar situation on their hands in the years to come.

<sup>52</sup>per interviews with Col. David Voigt, 63rd AEG Commander, and Capt. James Cady, 63rd CES, 11 Jul 86.

<sup>53</sup>From 63rd MFW history, Apr-Jun 85, p. 62.

<sup>54</sup>Col. Voigt succeeded Col. Hillyer as the 63rd AEG/Norton AFB Commander on 23 May 86.

<sup>55</sup>From 63rd MFW history, Apr-Jun 85, p. 62.



local government financing, it can be demonstrated that the effect of one on a local economy is quite significant. As will be seen in an examination of Table 1 which follows below,<sup>2</sup> the rise in dollar amounts awarded by the Norton AFB Contracting Office over the past 10.5 years has been exponential and, in most cases, well ahead of the average annual inflation rate.<sup>3</sup> Historically, about 63 percent of these contract actions have been allocated to businesses within San Bernardino, Riverside and Los Angeles counties, 22 percent in the remainder of the state of California, and 15 percent in the remainder of the United States. The bulk of local procurement has been dominated by food purchases, mostly from small to middle-sized farms. Over the years approximately 30 percent of the contract dollars awarded by Norton AFB have gone to small business agencies.<sup>4</sup>

Table 1.

NORTON AFB CONTRACTING OFFICE ACTIONS, 1975-1986

<u>YEAR</u>	<u>TOTAL \$ AWARDED</u>	<u>\$ TO INLAND EMPIRE</u>	<u>\$ WITHIN CALIFORNIA</u>
1975	\$33,937,344	\$6,024,470	\$28,893,525
1976	34,970,967	6,692,584	26,530,911
1977	52,818,420	8,451,257	41,656,435
1978	62,061,100	11,975,480	50,361,346
1979	71,544,892	21,766,560	61,884,088
1980	128,695,313	22,286,402	92,832,406
1981	140,340,234	23,782,814	106,615,974
1982	163,552,250	24,843,493	124,653,211
1983	166,552,250	24,899,856	124,890,673
1984	177,801,907	27,652,528	131,856,814
1985	217,329,534	28,972,456	174,626,962
1986*	200,621,216*	18,779,311*	144,199,052*
<b>TOTALS:</b>	<b>\$1,449,820,828</b>	<b>\$226,127,211</b>	<b>\$1,109,001,397</b>

\*As of 30 June 1986.

With a population that has averaged more than 22,000 over the past eight years (including military and civilian personnel and their

<sup>2</sup>Data on Norton AFB Base Contracting office actions extracted from 63rd MFW quarterly histories, 1975-1986, "Contracting Office Activities," each history.

<sup>3</sup>The U.S. annual inflation rate, over this same 10.5-year period, has ranged between 4-8%.

<sup>4</sup>From 63rd MFW histories, 1976-1986, "Contracting Office Activities."

radius of Norton AFB were included in the ACM calculations.<sup>6</sup>

In September 1985, the 63rd MAW/ACM office employed a different formula and an updated series of figures to calculate the "Norton AFB Total Economic Impact for FY85." Statistical data from several sources were incorporated in these calculations, including the following (Table 3):<sup>7</sup>

Table 3.

NORTON AFB TOTAL ECONOMIC IMPACT, FY85

Mp = Total Annual Active Duty Military Income.....	\$115,786,611
Mar = Total Air Force Reserve Pay.....	14,500,000
C = Total Civilian Income.....	85,034,600
R = Total Military Retirees Pay.....	134,635,278
LC = Total Local Contract Expenditures.....	187,330,038
LM = Total Local MCP* Expenditures.....	17,684,621
EF = Total Educational Impact Funds.....	250,000

\*MCP = Military Construction Program.

The Total Economic Impact (TEI) formula, which was developed at Headquarters Military Airlift Command (MAC) and distributed to all MAC bases for their use in 1985, incorporated a Gross Income Multiplier (GIM) of 2.828, and read as follows:<sup>8</sup>

$$TEI = [(Mp) (.7) + (Mar + C + R) (.7) + LC + LM + EF] (GIM)$$

Substituting the values provided in Table 3, a figure of \$450,234,202 was multiplied by the 2.828 GIM to arrive at a FY85 Norton AFB TEI of \$1,273,262,323.<sup>9</sup> During the years 1979-1983, the 63rd MAW/ACM office employed a different methodology in calculating Norton's economic impact on the Inland Empire. As shown in Table 4 below, the dollar figures they used included the "Retired Military Payroll" and the "Annual NAFB

<sup>6</sup>The communities included San Bernardino, Riverside, Colton, Rialto, Highland, Redlands, Yucaipa, Fontana, Loma Linda, Bloomington, and the nearby mountain communities of Crestline, Lake Gregory, and Lake Arrowhead.

<sup>7</sup>From Charts 7, 8 and 9 of the 63rd MAW/ACM Economic Resource Impact Statement, as of 30 Sep 85, in 63rd MAW history, Oct-Dec 85, Vol. II.

<sup>8</sup>Ibid. Chart 12.

<sup>9</sup>Ibid.

Another means of measuring the economic impact of Norton AFB on the Inland Empire involves using the "Net Spent In (the) Inland Empire" figures in Table 4 above along with the Taxable Sales data for the cities of San Bernardino, Riverside, Redlands, Colton, Fontana and Rialto, and correlating both sets of data for the same years, 1979-1983.<sup>12</sup> After a two percent deduction estimate to account for non-taxable sales and sales that took place in areas other than the Inland Empire cities just listed, these calculations reveal that Norton AFB payroll personnel have accounted for roughly 10 percent of the taxable sales in the target area (Table 5, below).<sup>13</sup>

Table 5.

ESTIMATED IMPACT OF NORTON AFB EXPENDITURES ON INLAND EMPIRE TAXABLE SALES, 1979-1983

(\$000 omitted)					
TAXABLE SALES,					
CITY OF	1979	1980	1981	1982	1983
San Bernardino	\$938,282	\$970,660	\$1,036,005	\$1,008,440	\$1,104,198
Riverside	954,303	994,267	1,058,955	1,039,041	1,180,562
Redlands	167,039	179,152	201,144	212,848	237,436
Colton	132,570	143,252	145,396	191,464	235,039
Fontana	128,047	137,140	150,691	156,860	190,204
Rialto	128,948	146,024	159,516	150,904	142,695
TOTALS:	\$2,449,189	\$2,570,495	\$2,751,707	\$2,759,917	\$3,090,134
Net NAFB \$\$,					
Inland Empire*	\$175,233	\$274,322	\$271,194	\$291,830	\$366,322
Less 2% for					
Other Sales	171,720	268,833	265,765	285,991	358,998
Est. Pct. of					
NAFB Sales Impact	7.01%	10.45%	9.66%	10.36%	11.62%
Five-year average: 9.82%.					

\*From Table 4.

<sup>12</sup>Taxable Sales data for the cities mentioned extracted from California State Board of Equalization Reports, 1979-1983.

<sup>13</sup>Recall that this estimate does not include dependents of Norton personnel who may be (and frequently are) employed in the surrounding communities; it is felt this variable may offset the earlier assumption regarding "all" of Norton's payroll being incorporated in the "Net Spent in Inland Empire" data.

will top the 670,000 mark.<sup>18</sup> Unless and until drastic changes are made to the basic mission of Norton AFB - an unlikely prospect at the present time - the base population, constrained by the relatively small size of the physical plant,<sup>19</sup> will likely remain fairly constant in the 10-12,000 range. Certain changes are forecast in the near future for Norton - they will be discussed at the conclusion of this chapter - and they will doubtless have their own unique impact, economic and otherwise. But there is more to this symbiotic relationship between Norton AFB and San Bernardino than just money, as will be seen below.

### Recent Humanitarian Activities

For all the irritants Norton AFB may have caused over the years among the local civilian populace because of its noise production and the other environmental pollution factors previously discussed, one inescapable truth has emerged: the people of Norton have proven themselves to be concerned citizens, always ready to lend a helping hand whenever one was needed in the communities surrounding the base. Those "helping hands" have frequently come in the form of volunteered manpower and/or equipment used to combat one of this areas' biggest perennial threats - brushfires. Four times in the past 15 years Norton-based personnel have pitched in to battle fires in the nearby San Bernardino Mountains - fires that have occasionally ventured as far south as the outskirts of the city. The worst of these fires occurred during the 15-30 November 1980 time frame - the deliberately-set<sup>20</sup> "Panorama" fire, which raged out of control for days. Feeding on tinder-dry brush and fanned by "Santa Ana" winds that occasionally gusted as high as 100 miles per hour, the "Panorama" blaze combined with several other Southern California brushfires raging that terrible fortnight to destroy more than 300 buildings, blacken over 140 square miles of land, and cause more than \$50 million worth of damage. During the "Panorama" disaster, a residential area in northern San

<sup>18</sup>From the Ontario, CA Daily Report, 31 May 84 edition.

<sup>19</sup>In accordance with the 30 Sep 85 Norton AFB Economic Resource Impact Statement previously referred to, Norton AFB is comprised of 2,377 on-base acres (plus 53 acres of off-base land), with its resources and assets having an estimated value of \$1,853,253,639.

<sup>20</sup>Newspaper accounts at the time mentioned reward money in excess of \$50,000 for information leading to the arrest and conviction of the arsonist(s); none was ever collected.



and wherever in the world disaster threatens or strikes, the first relief on the scene for the past 30 years has invariably been brought there by MAC airlift aircraft. The 63rd MAW has been an integral part of these humanitarian efforts, and will continue to be so in the years to come.<sup>25</sup>

### Symbiotic Community Exercises

Norton AFB and local community officials have long since recognized the need for mutually cooperative efforts in the area of disaster preparedness, and have periodically scheduled exercises to test their readiness and capability. In recent years the base has developed its own Disaster Preparedness Operations Plan (NAFB Plan 355-1), and officials in the 63rd MAW's Combat Plans and Exercises section have been charged with maintaining its currency, updating the various sections of the Plan as changes in responsibility, technology, and practicality dictate. Approximately once every two years officials at Norton schedule, orchestrate and operate a Major Accident Response Exercise (MARE) which involves as many local community agencies as is practicable - agencies such as police and fire departments, medical facilities, communications centers, and the like. The last such exercise was conducted on 24 April 1986, and it involved the simulated crash of fully-laden (with passengers) C-141 aircraft at an off-base location.<sup>26</sup>

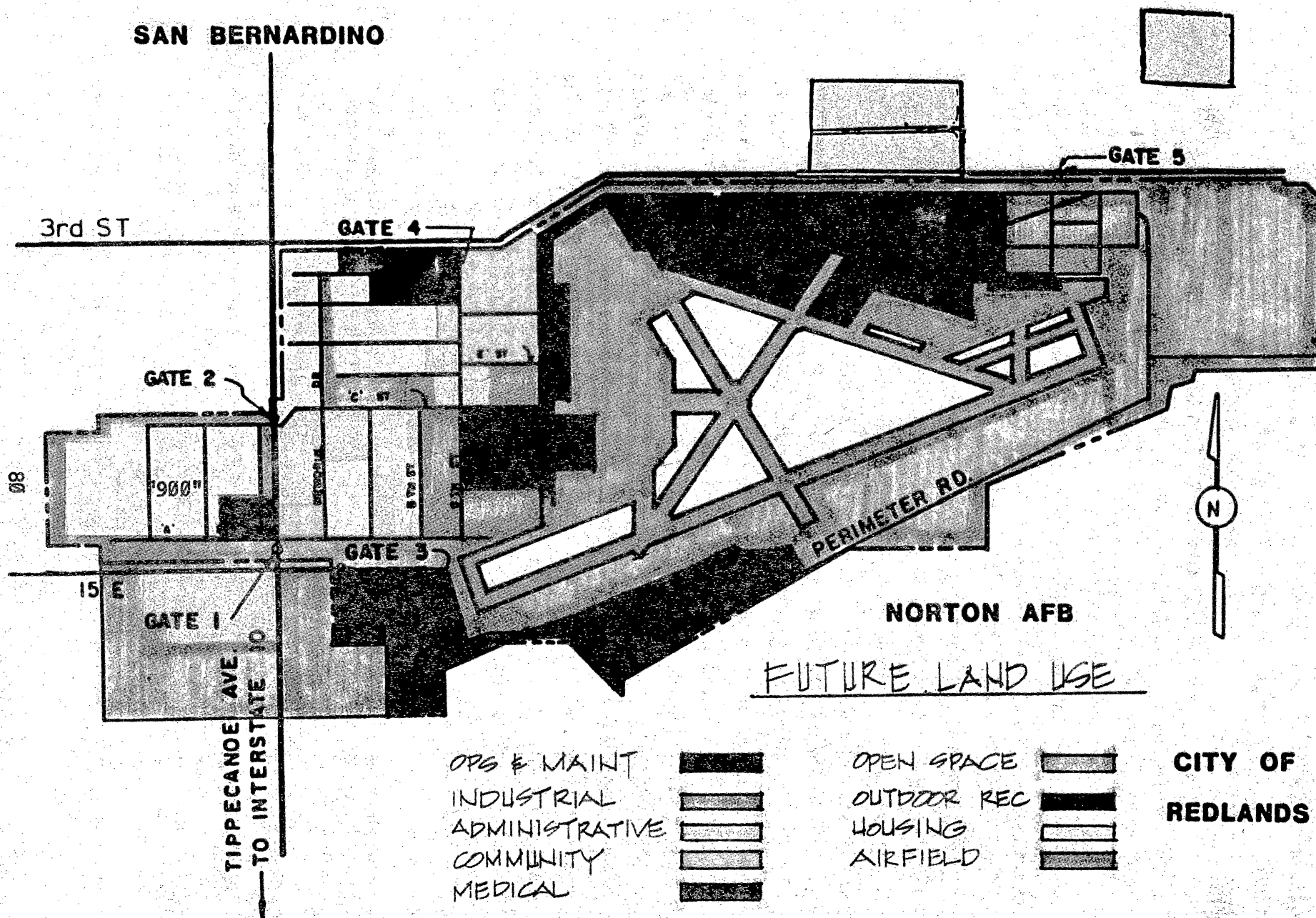
A 63rd MAW Exercise Evaluation Team (EET) rated this latest exercise "satisfactory," but with certain reservations - most of them having to do with the lack of effective communications.<sup>27</sup> The exercise demonstrated that much work still needs to be done in the local communities to "get them up to speed" and have them ready to handle a genuine disaster situation - such as could occur at any time in this earthquake-prone region. Norton's disaster preparedness officials thus have a dual mission

<sup>25</sup>A summary of the 63rd MAW's humanitarian airlift and air operations activities since 1967 may be found in Appendix V.

<sup>26</sup>A total of 29 civilian community agencies were involved in the 24 Apr 86 MARE - one of the largest representations in years. From 63rd MAW history, Apr-Jun 86.

<sup>27</sup>Particularly between elements of the California Division of Forestry and other local community fire departments, where "definite rivalries exist," according to Capt. Leo Fuller of the 63rd MAW Exercise Plans office (interviewed 15 Jul 86).

# CITY OF SAN BERNARDINO



the anticipated equipment and personnel influx. The 63rd CES' "Year 2000" plan currently calls for the 63rd Aerial Port facility, the Base Exchange warehouse, the Missile Storage facility, and the 1835th Engineering Installation Squadron activity to all be relocated to Area 2.

Development of the "900" Area: This area, identified as "900" on the map on page 80, currently features a mixed bag of WWII-vintage administrative and warehouse-type wooden buildings, including the Headquarters of the Air Force Inspection and Safety Center (AFISC), the Missile Storage facility, and the Air Force Crash Investigation Laboratory. The PAT recommended all of these functions eventually be relocated to Area 2, and that the outdated buildings be demolished to free the "900" area for construction of vitally-needed government housing.<sup>37</sup>

Utilities: The PAT allowed as how "the present base distribution systems are reaching the end of their useful life," and that "planned military construction program (MCP) projects<sup>38</sup> will stress the capacity of supporting utilities." Norton officials were advised to begin a utility study now to address the impacts of future MCP work, particularly with regard for the building expansion slated for Area 2.<sup>39</sup>

Housing: The problem of having sufficient housing for Norton's military population has been a persistent one ever since the base was opened in 1942. The PAT noted the 264 housing units currently in use, and recognized the 1985 housing survey which identified the fact that another 700-1,000 units are needed (most of them for enlisted personnel). While that same survey identified a large number of off-base housing units available in the local area, it also noted that the average cost for this housing is between \$600-\$900 a month - and that an E-4 currently receives about \$380 a month as a housing allowance. In mid-July 1986, Norton

<sup>37</sup>Norton AFB PAT Report, Jun 86, p. 4. The PAT also recommended that Norton officials "push for funding to establish new housing in the 900 area," and suggested that "rental guarantee and 3rd-party financing are viable options."

<sup>38</sup>Over 60 major military construction projects are included in the 63rd CES' "Year 2000" plan.

<sup>39</sup>Norton AFB PAT Report, Jun 86, p. 5.

## APPENDIX I

### LINEAGE OF NORTON AFB AND THE 63RD MILITARY AIRLIFT WING (MAW)

#### NORTON AFB LINEAGE:

Originally named the San Bernardino Air Depot (SBAD) on 14 March 1942 by Hq Air Service Command (ASC) General Order (G.O.) #24. Name changed to the San Bernardino Air Depot Control Area Command (SBADCAC) on 1 February 1943 per ASC Regulation 20-2 and G.O. #1. Renamed San Bernardino Air Service Command (SBASC) per ASC G.O. #25, 25 May 1943. On 17 November 1944, the name "San Bernardino Air Technical Service Command" (SBATSC) appeared on base correspondence; no authority for this designation was cited in the histories of the period save for references to a "higher headquarters reorganization." Renamed the San Bernardino Air Materiel Area (SBAMA) on 2 July 1946, per Air Materiel Command (AMC) G.O. #61. Redesignated the San Bernardino Air Depot (SBAD) again on 14 July 1947 per letter from Hq ASC, subject, "Discontinuance of Certain AMAs" (the base was then under command jurisdiction of the Sacramento AMA). Redesignated SBAMA again on 1 December 1949 per letter from Hq AMC dated May 1949. Finally and permanently named Norton AFB on 2 March 1950, per Air Force G.O. #322. Named in memory of Capt. Leland F. Norton, AS90792301, a native of San Bernardino who had entered active duty with the Army Air Force on 11 May 1942. Capt. Norton completed 15 missions over Europe during WWII before being shot down near Amiens, France, while he was flying an A-20 bomber from the 640th Bomb Squadron, then stationed in England. On 9 July 1981 Capt. Norton's mother, Mrs. Vernice Norton (also of San Bernardino), was present at the unveiling of C-141B #60128, which has been nicknamed "The Spirit Of Norton."

#### 63RD MAW LINEAGE:

The 63rd Air Transport Group was activated at Wright Field, OH (now Wright-Patterson AFB) on 1 December 1940, pursuant to a War Department letter dated 17 October 1940. On 4 July 1942, the 63rd Transport Group was redesignated the 63rd Troop Carrier Group, pursuant to another War Department letter dated 3 July 1942. The 63rd Troop Carrier Group was inactivated on 14 April 1944, in accordance with Hq Troop Carrier Command G.O. #17, dated 12 April 1944. The 63rd Troop Carrier Wing, Heavy, was reactivated (less a Tactical Group) at Altus AFB, OK, on 8 January 1953, the same date that the 63rd Air Base Group, 63rd Maintenance & Supply Group, and the 63rd Medical Group were established, per Hq 18th Air Force G.O. #81, dated 31 December 1952. On 20 June 1953, G.O. #20 of the 63rd Troop Carrier Wing, Heavy, reactivated the 63rd Tactical Group, the 52nd Troop Carrier Squadron, the 3rd Troop Carrier Squadron, and the 9th Troop Carrier Squadron. In October 1953, the 63rd Troop Carrier Wing, Heavy, was transferred from Altus AFB to Donaldson AFB, SC, where it remained for nearly 10 years until Donaldson was inactivated in 1963 - whereupon the unit was moved to Hunter AFB, GA and renamed the 63rd Military Airlift Wing (63rd MAW) on 8 January 1966. The 63rd MAW remained at Hunter until 31 March 1967, when it was transferred to Norton AFB, CA, with two flying squadrons (the 14th and 15th Military Airlift Squadrons - MAS) assigned to it. A Provisional element of the 63rd MAW preceded the main body of the unit to Norton on 1 July 1966. A third flying squadron, the 53rd MAS, was



APPENDIX II  
LISTING OF 63RD MAW COMMANDERS

NOTE: For the sake of simplicity, all individuals are listed here as "63rd MAW" commanders. Names of commanders prior to 1949 not available at this time.

<u>COMMANDER'S NAME</u>	<u>FROM</u>	<u>TO</u>	<u>REMARKS</u>
BGen Robert L. Copsey	Jun 49	9 Sep 50	
Col Clayton S. Stiles	9 Sep 50	30 Apr 51	Later MGen
BGen Glynne M. Jones	8 Jan 53	18 Feb 55	
Col Edward W. Hampton	18 Feb 55	14 Sep 58	
BGen Andrew B. Cannon	14 Sep 58	28 Sep 61	
Col Roland J. Barnick	28 Sep 61	30 Jun 64	
BGen Gilbert L. Curtis	30 Jun 64	6 Apr 66	
Col Lopez J. Mantoux	7 Apr 66	1 Jul 66	Interim CC
BGen Gilbert L. Curtis	1 Jul 66	5 Jul 68	
BGen Louis G. Griffin*	6 Jul 68	31 Jan 70	
BGen John F. Gonge*	31 Jan 70	28 Feb 71	
BGen Lester T. Kearney Jr.*	28 Feb 71	12 Mar 73	
BGen Erskine Wigley*	12 Mar 73	15 Aug 74	
BGen Benjamin F. Starr Jr.*	15 Aug 74	14 Jul 75	
BGen William E. Carson*	15 Jul 75	9 Jul 76	
BGen George B. Powers Jr.*	9 Jul 76	21 Feb 78	Later MGen
BGen Duane H. Cassidy*	21 Feb 78	7 Jul 80	Later CINCMAC
BGen Claudius E. Watts III*	7 Jul 80	24 Feb 82	Later MGen
BGen Charles A. Vickery*	24 Feb 82	25 Jun 84	
BGen Thomas E. Eggers*	25 Jun 84	26 Jun 86	
Col Marvin S. Ervin	26 Jun 86	Present	

\*Promoted to BGen at the conclusion of their tours with the 63rd MAW.

APPENDIX III  
NORTON AFB ASSETS

NOTE: Dollar figures as of December 31, 1984; square footage figures as of September 30, 1985. Data compiled by the 63rd MAW Comptroller's Cost & Analysis Section. Sources included the 63rd Civil Engineering Squadron, the 1965th Information Systems Squadron, the Nonappropriated Fund Financial Management Branch, the 63rd Supply Squadron, Accounting & Finance, and the Southern California Area Exchange.

I CAPITAL ASSETS:

Land (2,377.12 acres on base, 52.3 acres off base)	\$2,354,312
Runway (single, 200' x 10,000')	1,823,704

Buildings:

- 14 dormitories (292,139 sq ft)
- 3 visiting airmen's quarters (VAQs) (89,433 sq ft)
- 7 officer's quarters (84,612 sq ft)
- 1 visiting officer's quarters (VOQ) (21,514 sq ft)
- 2 dining halls (28,048 sq ft)
- Family housing as follows (360,727 sq ft):
  - 208 enlisted quarters
  - 42 officer's quarters
  - 13 prestige quarters
  - 1 detached storage
- Detached facilities (3,429 sq ft)
- Liquid fuels dispensing facility (11,805 sq ft)
- Communications and NAVAIDS (51,868 sq ft)
- Land operational buildings (444,985 sq ft)
- Training facilities (104,883 sq ft)
- Maintenance/production facilities (1,087,544 sq ft)
- Ammunition storage (2,611 sq ft)
- Cold plant storage (8,810 sq ft)
- Supply facilities (1,377,314 sq ft)
- Dental & medical facilities (52,209 sq ft) \*
- Administrative facilities (1,360,975 sq ft)
- Community & recreation facilities (740,710 sq ft)
- Utilities & grounds (652 sq ft)
- Heating & refrigeration (9,561 sq ft)
- Sewage & waste treatment (3,195 sq ft)
- Water treatment facility (3,012 sq ft)
- Other (22,928 sq ft)

\*Undergoing rehabilitation Jul-Dec 86.

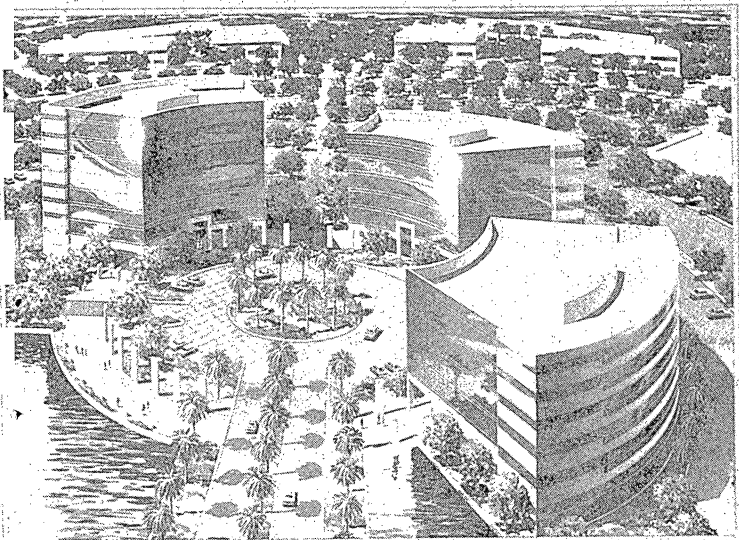
TOTAL: 6,162,963 SQ FT	\$103,355,227
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II AIRCRAFT:

C-141B "STARLIFTERS", 54 authorized, 48 assigned (Jul 86). Unit cost \$6,320,000, plus modification costs, each aircraft, \$4,690,711, for estimated total value of	\$649,631,949
C-12F/C-21A (4 ea) assigned to 1400th MAS	15,000,000

**APPENDIX IV**  
**THE TRI-CITY CORPORATE CENTER**

The following 10 pages were provided by the Tri-City Corporate Centre Development Company from a brochure they produced in early 1986. One correction needs to be made - the building shown on Page 93 should actually be labelled "301 Vanderbilt Way," rather than "One Vanderbilt Way." Additional information on the development on pages 57-62.



High-rise  
office complex



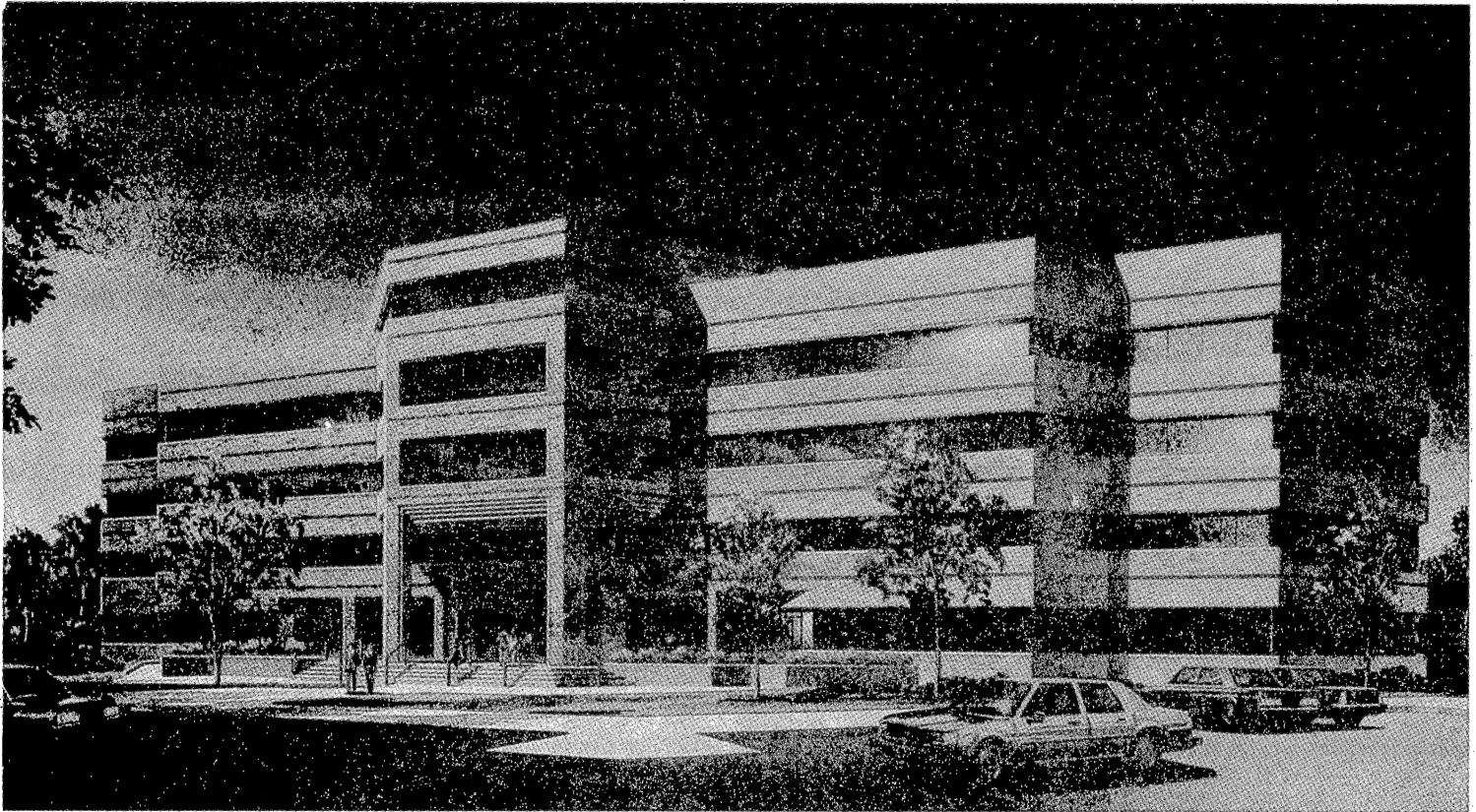
Shopping plaza

Hotel and  
conferencing facility





# ONE VANDERBILT WAY



## **DESCRIPTION:**

A first class, 4-story office building

## **LOCATION:**

Waterman Avenue, immediately adjacent to the junction of I-10 and I-215

## **BUILDING FEATURES:**

- Impressive exterior of brick and black glass
- State of the art computer controlled access security system
- Prestigious entry lobby featuring polished granite floor, and wall paneling accented with polished stainless steel
- Generous tenant improvement allowance
- Full-service amenities
- Expansion possible into future phases
- Ample ground level parking
- Fully sprinklered and electronically monitored safety system

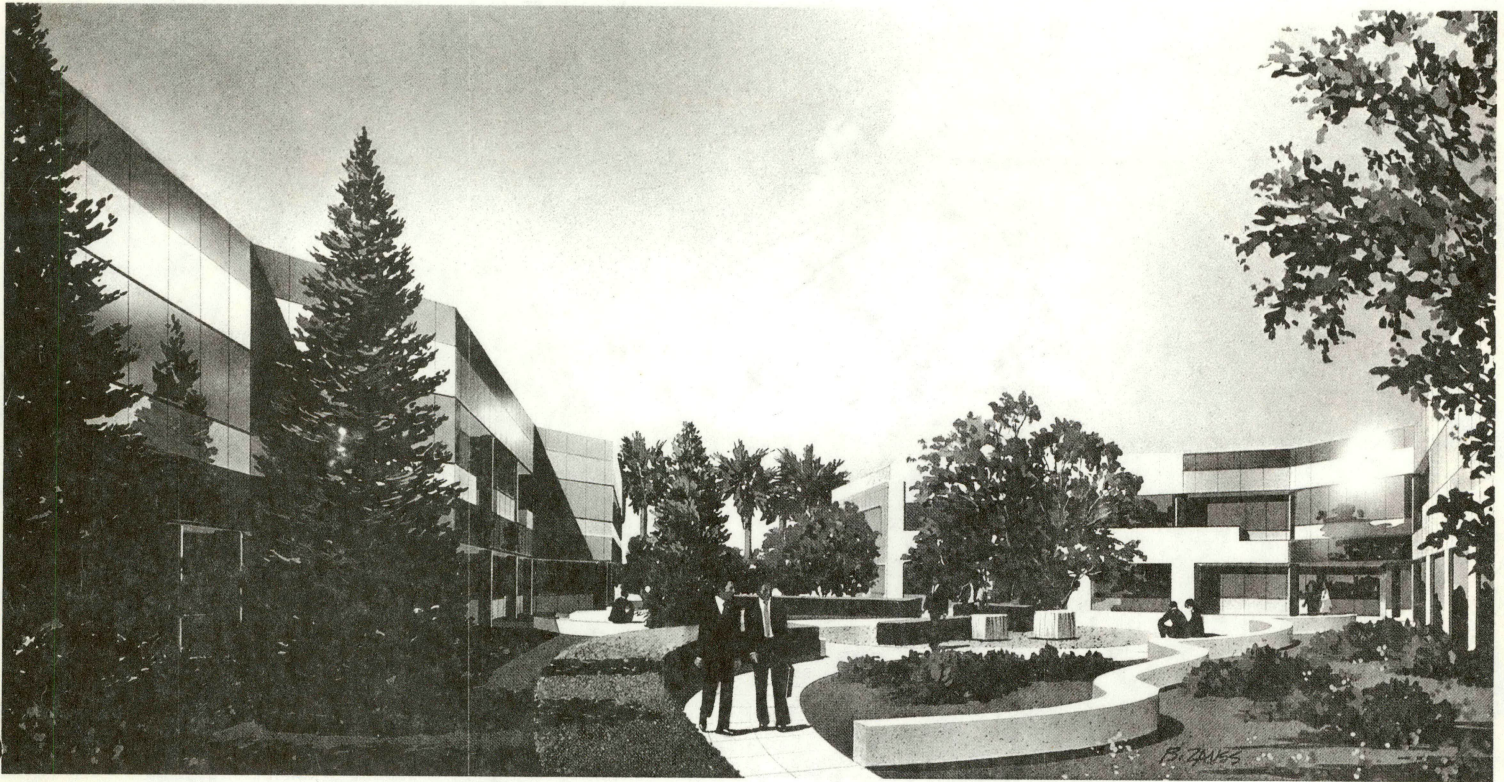
## **TERMS:**

Flexible leasing program insures the tailoring of your office design to meet your company's particular requirement

## **ARCHITECT:**

Nadel Partners, A.I.A., Santa Monica, California

# GARDEN OFFICE COMPLEX



## DESCRIPTION:

A luxurious two story professional office building with spacious Garden Plaza

## LOCATION:

Immediately adjacent to the junction of I-10 & I-215, a part of the master planned commercial development providing convenient amenities including shopping, recreation, restaurants, hotel with conferencing facilities, child care and trans-centre within a park-like environment

## BUILDING FEATURES:

- Impressive exteriors of brick, concrete and heat reflective, energy efficient glass
- State of the art computer controlled access security system
- Spacious central lobby with elegant open stairway and electronically controlled elevator
- Intimate, lush, garden plaza. Featuring water and inviting outdoor seating areas
- Showers for exclusive tenants use
- Generous tenant improvement allowance
- Ample, well-illuminated, secure, adjacent, ground level parking
- Complete maintenance management and security services
- Convenient expansion capabilities within the Tri City Corporate Centre master plan

## TERMS:

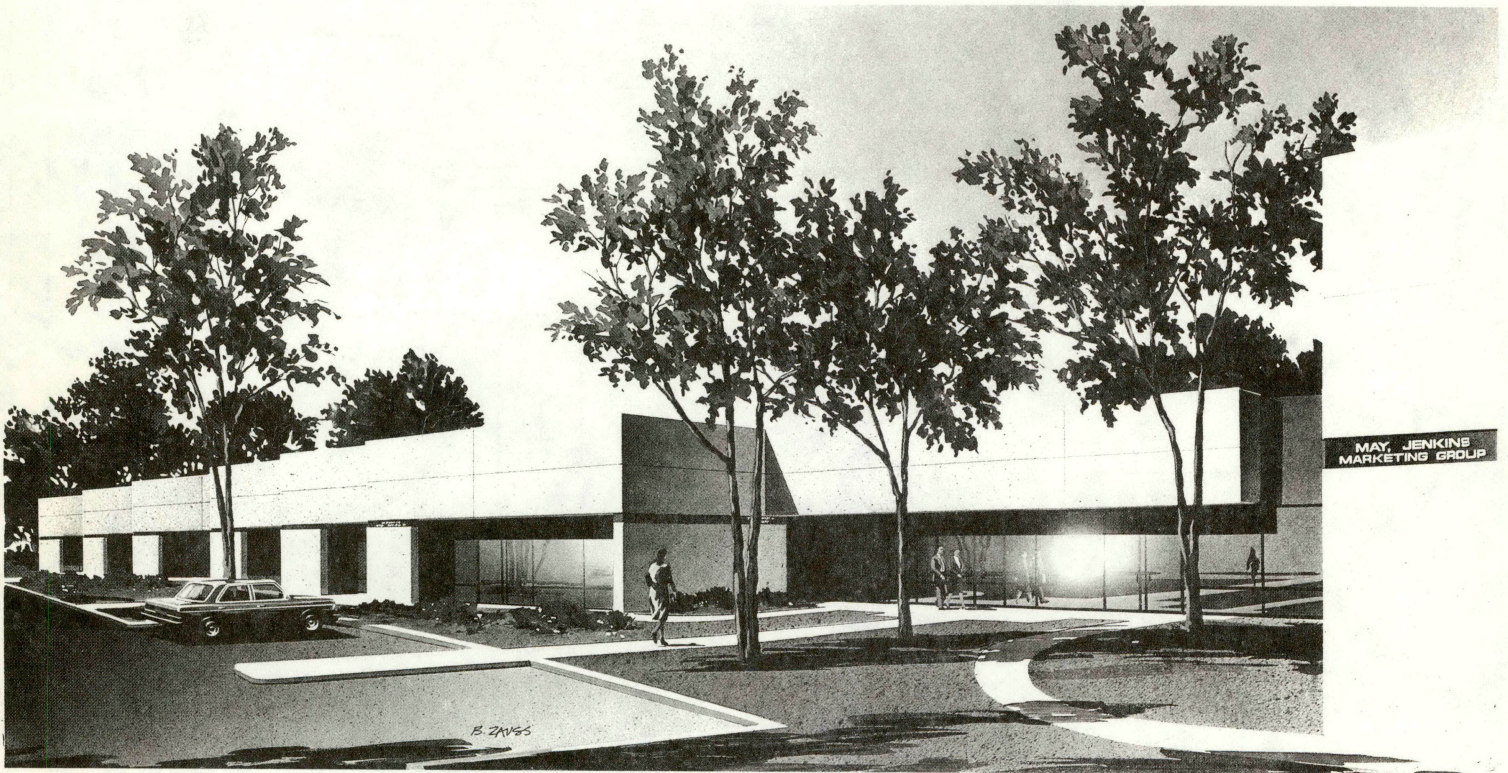
Flexible leasing program insures the tailoring of your office design to meet your company's particular requirement

## ARCHITECT:

Robert S. Kraft Architects., Irvine, California



# RESEARCH AND DEVELOPMENT OFFICE BUILDINGS



## DESCRIPTION:

Outstanding quality, single-story, multi-use research and development building with high bay capability featuring roll-up rear loading doors

## LOCATION:

Immediately adjacent to the junction of I-10 & I-215, a part of the master planned commercial development providing convenient amenities including shopping, recreation, restaurants, hotel with conferencing facilities, child care and trans-centre within a park-like environment

## BUILDING FEATURES:

- Impressive combinations of exterior textures integrated use of brick, concrete and energy efficient grey tinted glass
- Individual entrances with separate exterior signage
- Ample, well-illuminated, secure, adjacent, ground level parking
- Convenient expansion capabilities within the Tri City Corporate Centre master plan

## TERMS:

Flexible leasing program insures the tailoring of your office design to meet your company's particular requirement

## ARCHITECT:

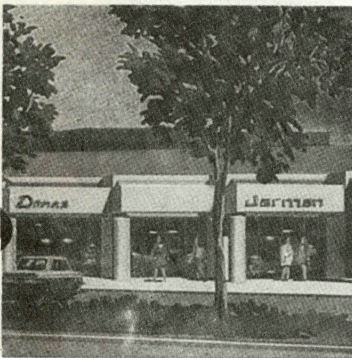
Robert S. Kraft Architects., Irvine, California



A high quality conveniently located service retail development strategically centered within 2 million square feet of office space

Immediately adjacent to the junction of I-10 & I-215, a part of the master planned commercial development providing convenient amenities including shopping, recreation, restaurants, hotel with conferencing facilities, child care and trans-centre within a park-like environment

- Excellent visibility and easy access
- Prominently located. Central to major office developments
- Close-in customer parking
- Population of over 380,000 in the immediate trade area
- Average annual income per person in excess of \$25,000
- Over 104,000 cars pass by this location daily on I-10
- Convenient expansion capabilities within the Tri City Corporate Centre master plan



Robert S. Kraft Architects., Irvine, California



**APPENDIX V**  
**63RD MAW, NORTON AFB HUMANITARIAN ACTIONS, 1967 - 1986**

**1967**

- 28 Sep: A 63rd MAW C-141 and crew carried two critically-burned patients from Saigon, Vietnam, to Yokota AB, Japan.
- 24 Dec: The 63rd MAW performed an airlift/airdrop of JP-4 fuel near Tuba City, AZ. The fuel was needed by helicopters being utilized to rescue 5,000 Navajos stranded by a blizzard near the Grand Canyon.

**1968**

- 18 Jul: A 63rd MAW C-141 was diverted to Midway Island to pick up a critically ill baby girl and bring her to Hickam AFB, HI, where she later recovered.
- 25 Sep: 45 men who survived a KC-135 crash landing at Wake Island were airlifted by the 63rd MAW to Guam for treatment.
- 14 Dec: The 63rd MAW's first of many airlifts of the Bob Hope Christmas USO Tour to the Pacific theater left Los Angeles today.

**1969**

- 15 Jan: A 63rd MAW C-141 airlifted three badly burned sailors from Hickam AFB, HI, to Brooks AFB, TX.
- 27 May: Apollo 10 astronauts Tom Stafford, John Young, and Eugene Cernan were flown by the 63rd MAW from Pago Pago to Ellington AFB, TX.
- 25 Jul: In another astronaut airlift, the Apollo 11 (first on the Moon) trio of Neil Armstrong, Buzz Aldrin and Michael Collins and their Mobile Quarantine Facility were carried by the 63rd MAW from Hickam AFB to Ellington AFB. Another C-141 from the 63rd MAW carried the priceless lunar rock samples from Johnston Island to Ellington.
- 25 Nov: The 63rd MAW supported the Apollo 12 mission by carrying lunar rock samples from Pago Pago to Ellington AFB.
- 14 Dec: Another airlift of the Bob Hope Christmas Troupe, this one to Europe and Southeast Asia. Neil Armstrong joined the entourage in Bangkok, Thailand.

**1970**

- 20 Apr: Apollo 13 astronauts Jim Lovell, John Swigert, and Fred Haise were airlifted from Pago Pago to Hickam AFB by the 63rd MAW.

**APPENDIX V**  
**63RD MAW, NORTON AFB HUMANITARIAN ACTIONS, 1967 - 1986**

- 30 Oct: A 63rd MAW C-141 was diverted from Christchurch, New Zealand, to airlift emergency relief supplies to Fiji, which had been severely hit by Typhoon Bebe.
- 15 Dec: The 22nd and last of the Bob Hope USO Christmas Tours left Los Angeles on a 63rd MAW C-141 today, heading for the Far East.
- 26 Dec: Four relief missions were flown by the 63rd MAW to Managua, Nicaragua, carrying medical supplies, trucks and equipment to the city - which had been devastated by an earthquake.

**1973**

- 12 Feb: A 63rd MAW C-141 was the first USAF plane to land at Gia Lam Airport, Hanoi, North Vietnam, to pick up the first contingent of American POWs released after the end of the Vietnam War. The repatriates were flown to Clark AB in the Philippines. Between 12 February and 27 March 1973, the 63rd MAW airlifted a total of 387 POWs on 20 missions flown into and out of North Vietnam during OPERATION HOMECOMING.
- 27-29 Mar: The 63rd MAW was a key airlift participant in the return of nearly 5,000 U.S. troops from Vietnam in OPERATION COUNTDOWN.
- 28 Apr: A 63rd MAW C-141 and crew left Norton AFB today on a trip which ended with a new U.S. liaison office being established in Beijing, China. The occasion marked the first time a USAF aircraft had ventured into Chinese airspace and landed in that country in over 30 years.
- 15-22 Aug: Three relief missions were flown by the 63rd MAW to airlift supplies and equipment to flood-ravaged Pakistan.

**1974**

- 15 Feb: The 63rd MAW airlifted fuel and other supplies from Edinburgh, Scotland to Alice Springs, Australia, after the latter had been hit by a flood.
- 7 Aug: Three 63rd MAW C-141s carried relief supplies to flood-stricken Bangladesh.
- 25 Dec: The 63rd MAW flew emergency equipment in and evacuated refugees from Darwin, Australia, in the wake of Cyclone Tracy.

APPENDIX V  
63RD MAW, NORTON AFB HUMANITARIAN ACTIONS, 1967 - 1986

disaster had occurred.

- 9 Apr: A Norton C-141 carried more than 40,000 lbs. of fast-growing seeds to famine-threatened Zaire.
- 29 Jun: In a repeat of a 30 August 1978 mission, a team of Stanford University heart specialists flew into Norton AFB to pick up a human heart and transport it back to San Jose, CA, for a transplant operation.
- 11 Jun: A 63rd MAW aircraft and crew performed the first-ever midwinter airdrop of supplies, food and mail to the scientific station at McMurdo Sound, Antarctica. The 63rd MAW would be called upon to repeat this mission in 1980-1981-1982 at approximately this same time of year, and each time it performed flawlessly. The 1982 mission included another first - the first midwinter airdrop at the South Pole itself (see below).
- 18 Sep: Norton AFB was used as the main base of operations by four specially-equipped firefighting C-130 aircraft from the National Forest Service as they battled another round of brushfires in the nearby mountains.
- 5 Dec: Two 63rd MAW aircraft were diverted to perform emergency relief missions for the island of Majuro (in the Marshall Islands), which had been swamped by a tidal wave (tsunami).
- 27 Dec: A 63rd MAW C-141 carried special deep-sea diving equipment from San Diego to Ketchikan, Alaska, for what proved to be a futile attempt to rescue merchant seaman from an overturned vessel that had foundered in heavy seas 50 miles off the Alaskan coast.

1980

- 8 Apr: A 63rd MAW crew responded to an emergency radio call from the pilot of a Cessna 337, which went down in the ocean off the coast of Oahu. The C-141 circled the downed aircraft for 80 minutes, until a ship arrived on the scene to rescue the pilot - who by that time was sitting in a life raft that had been dropped to him by the crew of the C-141.

1981

- 9 Apr: A 63rd MAW C-141 carried an honor guard from Colorado Springs, CO, to Andrews AFB, MD, in conjunction with the funeral ceremonies for General of the Army Omar Bradley, who died on the day previous.

**APPENDIX V**  
**63RD MAW, NORTON AFB HUMANITARIAN ACTIONS, 1967 - 1986**

18 Jul: Another of the COIN ASSIST (POW/MIA family reunions) meetings took place in Washington today - with 69 people on hand from the Southern California area who were brought to the nation's capitol by an aircraft from the 63rd MAW.

6 Sep: An impromptu Air Force Museum drive ended at Norton AFB today, with base personnel contributing over \$11,300 to the cause - by far the most raised at any MAC installation.

**1985**

21 Sep: A 63rd MAW C-141 and crew flew emergency relief supplies to earthquake-stricken Mexico City, where over 4,000 people were killed (many of them trapped beneath collapsed buildings).

11 Nov: Norton AFB personnel contributed nearly \$272,000 in this year's Combined Federal Campaign (CFC) drive - a record figure representing 103% of the Norton AFB CFC goal of \$265,000.

**1986**

31 Mar: 63rd MAW personnel contributed more than \$34,000 of a new-record \$67,003 collected and/or pledged by Norton personnel in the annual Air Force Assistance Fund (AFAF) campaign.



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Robinson, W.W., The Story of San Bernardino County. San Bernardino Public Library, 1958.

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San Bernardino Sun newspaper editions as follows:

March 3, 1942	April 16, 1942	October 15, 1981
March 8, 1942	April 29, 1942	December 12, 1981
March 17, 1942	June 25, 1943	August 25, 1983
March 22, 1942	October 4, 1956	February 15, 1984
March 24, 1942	October 12, 1976	January 5, 1980
December 12, 1981	March 20, 1984	March 25, 1984

Ontario Daily Report, May 31, 1984.

Norton AFB Globetrotter, August 16, 1985.

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NOTE: "SBASC" = San Bernardino Air Service Command; "SBAD" = San Bernardino Air Depot; "SBAMA" = San Bernardino Air Materiel Area; "63rd MAW" = 63rd Military Airlift Wing. All histories on file in the Norton AFB History Office.

History, SBASC, Pre-Activation to December 1943.

Histories, SBAD: Jan-Jun 47; Jul-Sep 47; Jan-Mar 48.

Histories, SBAMA: Dec 49 - Jun 50; Jan-Jun 51; Jul-Dec 51; Jan-Jun 53; May-Dec 53; Jan-Jun 54; Jul-Dec 55; Jul-Dec 57; Jan-Jun 59; Jul-Dec 59; Jul-Dec 60; Jul 64 - Jun 65; Jul 65 - Jun 66.

Histories, 63rd MAW: Jan-Jun 67; Oct-Dec 68; Jan-Mar 69; Oct-Dec 76; Oct-Dec 78; Oct-Dec 79; Jan-Mar 80; Jul-Sep 80; Oct-Dec 80; Apr-Jun 81; Jul-Sep 81; Jan-Mar 82; Jan-Mar 83; Jul-Sep 83; Oct-Dec 83; Jan-Mar 84; Jul-Sep 84; Apr-Jun 85; Jul-Sep 85; Jan-Mar 86; Apr-Jun 86.



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Weston Inc., West Chester PA, Final Report, Phase II, Norton AFB Installation Restoration Program, July 1985.

63rd MAW "Contracting Office Activities," each quarterly 63rd MAW history, 1975-1986.

Norton AFB "Commander's Notebooks," October-December 1978 thru October-December 1984, on file in quarterly 63rd MAW histories.

Norton AFB Economic Resource Impact Statement, 30 September 1985.

California State Board of Equalization Reports, Taxable Sales Data, San Bernardino/Riverside/Redlands/Colton/Fontana/Rialto, 1979-1983.

Norton AFB Planning Assistance Team Final Report, June 1986.

### INTERVIEWS

(In chronological order)

Mrs. Patti Elswick, Sales Manager, Army Corps of Engineers ("clear zone" home sales), 10 May 1983.

Col. William Haugen, 63rd MAW Deputy Commander for Operations, 21 March 1984.

Mr. Tom Simmons (Col., USAF, Retired), President of Inland Action Inc., San Bernardino, 10 September 1984.

Col. Les Arent, Norton AFB Deputy Base Commander, 12 September 1984.

Mr. Ernie Martin, Martin Business Machines, San Bernardino, 17 September 1984.

Mr. Clyde H. Mitchell (MGen., USAF, Retired), former SBAMA Commander, San Bernardino, 17 September 1984.

Capt. Diane Waterworth, Norton AFB Flight Facilities Officer, 24 September 1984.

Mr. Ron Hayes, FAA Area Manager, Ontario International Airport, 24 September 1984.

LtCol. Albert Lahendro, Norton AFB Staff Judge Advocate, 24 September 1984.

Mrs. Jackie Bunn, 63rd MAW Public Affairs Office, 21 January 1985, and on 7 Jul 1986.

Mr. Richard Leal (Col., USAF, Retired), President, Inland Action Inc., San Bernardino, 23 August 1985.